OG0-092 Dumps

TOGAF 9 Part 2

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NEW QUESTION 1
Scenario:
Please read this scenario prior to answering the Question You are serving as the Chief Architect for a large, global commodities trading company which has been growing rapidly through a series of acquisitions. Each business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone. As a result, the company has made the decision to introduce a single enterprise-wide application to consolidate information from several applications that exist across the lines of business. The application will be used by all business units and accessed by suppliers through well defined interfaces.
Refer to the Scenario As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities. You need to specify the best approach for this work. Based on TOGAF 9, which of the following is the best answer?

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

Answer: D

NEW QUESTION 2
Chiamin Metals is a leading world-wide manufacturer for continuous casting and bottom pouring powders. In addition to mould powders, the company also produces cored wire for secondary metallurgy. Chiamin Metals offers a variety of products and uses a paper-based catalog to sponsor them. A new CIO has joint the enterprise and has set up a team of Enterprise Architects following the TOGAF 9 practice. The main challenge is now to offer to Chiamin Metals customers a centralized and reliable entry point for their request via the implementation of a global online portal. This will allow the management of new marketing activities and will enable the new Chiamin Metals' ecommerce service.
Refer to the scenario above
You are the Chief Architect and the CIO asked you to present an Architecture Vision to address the above business problem. Identify the best answer accordingly to the TOGAF 9.
Choose one of the following answers

A. You identify key stakeholders, their concerns, and define the key business requirements to be addressed in the architecture engagement and generate a Stakeholder Ma
B. You Evaluate business capabilities and execute a Business Transformation Readiness Assessmen
C. You apply the Business Scenarios technique to create a high-level view of the Baseline and Target Architectures also based on the stakeholder concerns, business capability requirements, scope, constraints, and principles.
D. As requested by the CIO you focus on the Architecture Vision documentation and apply the Business Scenarios technique to create a high-level view of the Baseline and Target Architectures also based on the stakeholder concerns, business capability requirements, scope, constraints, and principles.
E. You create a high-level view of the Target Architectures and then present them to the CIO.
F. As requested by the CIO you focus on the Architecture Vision and create a detailed view of the Baseline Architecture
G. This is done for Business, Data, Application and Technology domains and then presented to the CIO using the Architecture Definition Document.

Answer: A

NEW QUESTION 3
Scenario: Armstrong Defense Industries
Please read this scenario prior to answering the question
Armstrong Defense Industries is 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. Armstrong Defense is moving aggressively to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.
To achieve this goal, Armstrong Defense needs to define Baseline and Target Architectures. These architectures must address key stakeholders concerns such as:
1. What groups of people should be involved in procurement-related business processes?
2. What current applications do those groups use?
3. Which procurement-related business processes are supported by zero, one, or many existing applications?
4. What are the overall lifetimes of the Request for Proposal and Purchase Order business objects?
5. What non-procurement applications will need to be integrated with any new procurement applications?
6. What data will need to be shared?
At present, there are no particularly useful architectural assets related to this initiative. All assets need to be acquired and customized or created from scratch. The company prefers to implement existing package applications from systems vendors with little customization.
The architecture development project has just completed its Architecture Context iteration cycle and is about to begin the Architecture Definition iteration cycle.
Armstrong Defense is using TOGAF for its internal Enterprise Architecture activities. It uses an iterative approach for executing Architecture Development Method (ADM) projects.
Refer to the Armstrong Defense Industries Scenario You are serving as the Lead Architect.
You have been asked to identify the most appropriate architecture viewpoints for this situation.

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

A. In the early iterations of the Architecture Definition:• Describe the Baseline Business Architecture with a Baseline Business Process catalog• Describe the Baseline Application Architecture with a Technology Portfolio catalog• Describe the Baseline Data Architecture with a Data diagram In the later iterations of the Architecture Definition:• Describe the Target Business Architecture with an Actor/Process/Data catalog• Describe the Target Application Architecture with a System/Technology matrix• Describe the Target Data Architecture with a Data Dissemination diagram

B. In the early iterations of the Architecture Definition:• Describe the Target Business Architecture with a Business Service/Function catalog and a Business Interaction matrix• Describe the key business objects with Product Lifecycle diagrams• Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix• Describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matrixIn the later iterations of the Architecture Definition:• Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix• Describe the Baseline Application Architecture with a System/Organization matrix and a System/Function matrix• Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

C. In the early iterations of the Architecture Definition:• Describe the Target Business Architecture with a Business Service/Function catalog and an Organization/Actor catalog• Describe the key business objects with Data Lifecycle diagrams• Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix• Describe the Target Data Architecture with a System/Data matrix In the later iterations of the Architecture Definition:• Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix• Describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix• Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

D. In the early iterations of the Architecture Definition:• Describe the Baseline Business Architecture with an Organization/Actor catalog• Describe the Baseline Application Architecture with a System/Function matrix• Describe the Baseline Data Architecture using a Data Entity/Data Component catalog In the later iterations of the Architecture Definition:• Describe the Target Business Architecture with en Organization/Actor catalog• Describe the Target Application Architecture using Application Communication diagrams end an Application Interaction matrix• Describe the Target Data Architecture with a System/Data matrix

Answer: B

NEW QUESTION 4
Magic Wand Corporation manufactures a range of equipment used by magician worldwide. The global popularity of a series of children's books describing the formative years of a budding wizard and his various escapades at wizard school has driven unprecedented sales growth in the magical equipment market.
The current IT systems at Magic Wand are struggling to cope with the high volumes in this growth market. The CIO wants to persuade the board of Magic Wand Corporation to make a greater investment in the IT systems to cope with the new higher transaction volumes. On of the key components the CIOs wants to include when he approaches the board is a description of the current problems and how they may be addressed from an architectural point of view.
As the High Architect of Magic Wand Corporation, the CIO has delegated the task of
creating a vision for the future Architecture to you.
Which of the following answers best describes how TOGAF recommends delivering an Architecture Vision for the CIO?

A. Firstly, I ensure there is a Request for Architecture Work from the CI

B. Then I ensure that there is recognition for the architecture vision project by following any project management and programmed management frameworks used within the organizatio

C. I would identify the key stakeholders and engage with them to understand and document their concerns and high-level requirement

D. This would result in a stakeholder map used to support other deliverables such as the Architecture Vision, a Communications plan and a Statement of Architecture Wor

E. I would then identify the business goals and strategic drivers of the organization and define any enterprise or project specific constraints such as time and resource

F. I would then define the business capabilities of the organization needed to fulfill those business goals and drivers and their readiness for chang

G. Once complete, I would define the scope, confirm the architecture and business principles and develop the Architecture Visio

H. Following this, I would define the business case for the architecture project, assess the business risks and produce a risk mitigation pla

I. I would then define a plan of enterprise architecture work to meet the scope in the desired time line and the resources required and secure the support of stakeholders.

J. I would start by ensuring there is a Request for Architecture Work from the sponsor (the CIO). I would then create a project to define and deliver the architecture vision and the necessary output

K. The outputs include an approved Statement of Architecture Work, refined statements of Businesses Principles, Business Goals and Business Drivers, Architecture Principles, a Capability Assessment, a Tailored Architecture Framework, an Architecture vision, a Communications pla

L. The Statement of Architecture Work needs to be clear on the scope of architectural work, the resources needed to complete the work and amount of time it would take to complete the work assuming the scope of architectural work is agreed and that all the resources required are availabl

M. The final step would be to agree the Statement of Architectural Work with stakeholders confirming the scope, schedule and confirming the availability of the necessary resources.

N. I would start by establishing the architecture project and follow the appropriate project management metho

O. I would identify stakeholders their concerns and business requirements then confirm and elaborate the business goals, business drivers and constraint

P. I would then evaluate the business capabilities and readiness for business transformation and define the scop

Q. I would then develop the architecture vision, define the target architecture value proposition, KPIs and identify and mitigate all risks associated with the transformation effor

R. Finally, I would develop an Enterprise Architecture Plan and Statement of Work and secure approval from the relevant stakeholders.

S. I would approach this by defining and establishing the architecture team and governanc

T. This would be followed by agreeing and establishing the architecture principle

. I would select and customize an architecture framework changing any terminology and selecting the right phases and customizing the structure of content and outputs from the chosen metho

. Finally I would select and implement and architecture tool

. The outputs from this work would include an Organization Model for EnterpriseArchitecture, a Tailored Architecture Framework including method and content, the Architecture Principles, an initial architecture repository, restatement or references to business principles, business goals and business driver, a request for architecture work and the governance framework.

Answer: A

NEW QUESTION 5
Scenario:
Please read this scenario prior to answering the Question
You are serving as the Chief Architect for a large, global commodities trading company which has been growing rapidly through a series of acquisitions.
Each business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of these

core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.
As a result, the company has made the decision to introduce a single enterprise-wide application to consolidate information from several applications that exist across the lines of business. The application will be used by all business units and accessed by suppliers through well defined interfaces.
The Corporate Board is concerned that the new application must be able to manage and safeguard confidential customer information in a secure manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services in cooperation with its trading partners.
The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Board to oversee and govern the architecture. The company
has an existing team of security architects.
TOGAF 9 has been selected for use for the Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.
Refer to the Scenario
In the Preliminary Phase you need to define suitable policies and ensure that the company has the appropriate capability to address the concerns of the Corporate Board.
Based on TOGAF 9, which of the following is the best answer?

A. You start by clarifying the intent that the Board has for raising these concern
B. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objective
C. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture and that this be considered an additional domain architecture.
D. You evaluate the implications of the Board's concerns by examining the security and regulatory impacts on business goals, business drivers and objective
E. Based on your understanding, you then update the current security policy to include an emphasis on the concern
F. You define architecture principles to form constraints on the architecture work to be undertaken in the projec
G. You then allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.
H. You identify and document the security and regulatory requirements for the application and the data being collecte
I. You ensure that written policies are put in place to address the requirements, and that they are communicated across the organization, together with appropriate training for key employee
J. You identify constraints on the architecture and communicate those to the architecture tea
K. You establish an agreement with the security architects defining their role within the ongoing architecture project.
L. You evaluate the implications of the concerns raised by the Corporate Board in terms of regulatory requirements and their impact on business goals and objective
M. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the concern
N. You allocate a security architect to oversee the implementation of the new application that is being developed.

Answer: C

NEW QUESTION 6
Scenario: MegaMart
Case Study Title (Case Study):
MegaMart is a Retail Chain which has expanded throughout India and the Far East. The CEO and CIO decide that there is a crying need to put an Enterprise Architecture in
place to realize MegaMart's strategy to expand its revenue and diversify. The CIO has evaluated and decided to go in for TOGAF9 and adapt it to his enterprise requirements.
The Preliminary and Vision Phase have been completed.
As such very few architectural artifacts exist and the target architecture as of now is not very clear. As the Lead Architect how would you guide your team of architects for the Business Architecture definition?

A. In the first iteration start with the definition of the Target Business Architecture using a Top down Approach.Then keep on iterating in Phase B till the Target Business Architecture is refined before going to Phase C and Phase
B. After Phase C and Phase D are over, iterate again to Phase B and define the baseline Business Architecture, analyze the gaps finalize the Architecture Definitions documents and proceed to Phase C and Phase D.
C. In the first iteration start with the definition of the Baseline Business Architecture using a Top Down approac
D. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholder
E. Then proceed to Phase C and Phase
F. In the next iteration finalize the Target Business Architecture and proceed to Phase C and Phase D.
G. In the first iteration start with the definition of the Baseline Business Architecture using a Bottom Up approac
H. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders'.Proceed to Phase C and Phase
I. In the next iteration finalize the Target Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition documen
J. after analyzing the impacts and reviewing with the stakeholder
K. Then proceed with the iteration.
L. In the first iteration start with the definition of the Target Business Architecture using a Top Down approac
M. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders proceed to Phase C and Phase
N. In the next iteration finalize the Baseline Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition documen
O. After analyzing the impacts and reviewing with the stakeholder
P. Then proceed with the iteration.

Answer: C

NEW QUESTION 7
Scenario: Sollace Manufacturing
Please read this scenario prior to answering the question Sollace Manufacturing 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.
Sollace Manufacturing 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 Sollace Manufacturing 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 Sollace Manufacturing Scenario You are serving as the Lead Enterprise Architect for the Common ERP Deployment architecture project. One of the earliest initiatives in the Enterprise Architecture program at Sollace Manufacturing was the definition of a set of IT principles and architecture principles that are well aligned with the overall enterprise 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. [Note: You should assume that Sollace Manufacturing has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.] Based on TOGAF 9, which of the following is the best answer?

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

Answer: C

NEW QUESTION 8

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

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

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

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

The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the

security and reliability of diving their planning and production scheduling from a remote centralized system. The Chief Engineer wants to know how these concerns can be addressed.

Refer to the Scenario
During the initial meeting of the Common ERP Deployment architecture project team, a number of alternative recommendations for how to proceed are put forward by members of the team.

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

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

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

Answer: C

NEW QUESTION 9

Carter Woods, a global furniture firm, wants to improve the efficiency of its sales force by replacing their legacy configuration and ordering systems based on manual and paper based processes with an online ordering platform.
Carter Woods uses the Architecture Delivery Method from TOGAF 9. The CIO sponsored this activity and the Baseline Architecture was defined on the initial iteration defining: approach, scope and architectural vision including a set of architecture principles related to the Data domain:
? Data is an asset.
? Data is shared.
? Data is accessible.
A set of aspects to clarify arose from the business analysis from the assumption to replace the legacy systems with an online centralized one. These main concerns are:
· To identify the changes to existing business processes.
· To identify the data entities that can be shared among the sales agents.
· To clarify how to keep the data secured.
· To identify the list of non-sales application to be integrated with the sales applications Refer to the scenario above
You, as Lead Enterprise Architect, need to identify the most appropriate architecture viewpoints to address the concerns above mentioned.
Choose one of the following answers

A. Depict the Business Architecture using a Role catalog and a Process/Event/Control/Product catalo
B. Depict the Data Architecture using a System/Data matrix, a Data Entity/Data Component catalog and Data Security diagra
C. Depict the Application Architecture using an Interface catalo
D. Define the Technology Architecture via a Network Computing/Hardware diagram.
E. Depict the Business Architecture using a Business Interaction matrix and a Location catalo
F. Depict the Data Architecture using a Data Lifecycle diagram and a Data Migration diagra
G. Depict the Application Architecture using a Software Engineering diagra
H. Depict the Technology Architecture using a Communications Engineering diagram.
I. Depict the Business Architecture using a Business Footprint diagram and a Location catalo
J. Depict the Data Architecture using a Data Migration diagram, System/Data matrix and Data Lifecycle diagra
K. Depict the Application Architecture using an Application Communication diagra
L. Depict the Technology Architecture using a Network Computing/Hardware diagram.
M. Depict the Business Architecture using a Role catalog and Location catalo
N. Depict the Data Architecture using a System/Data matrix, Data Entity/Business Function matrix and Data Security diagra
O. Depict the Application Architecture using an Application Interaction matri
P. Define the Technology Architecture via a Network Computing/Hardware diagram.

Answer: A

NEW QUESTION 10
Scenario:
Please read this scenario prior to answering the Question
You are serving as the Lead Architect for the enterprise architecture team at the prime contractor for the Dreadnought Unmanned Aircraft System program.
Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The decision has been made to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.
TOGAF 9 Is used for internal Enterprise Architecture activities, with an iterative approach for executing Architecture Development Method (ADM) projects.
At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch.
The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems.
The architect-re development project has put in place Its Architecture Capability for this project and has started a number of iteration cycles to develop the Architecture. Some tasks to address concerns related to the Business Architecture have been completed. The next immediate task is to address the Information Systems Architectures.
The Information Systems Architectures must address stakeholder concerns such as:
1. Which procurement-related business processes are supported by zero, one, or many existing applications?
2. What non-procurement applications will need to be integrated with any new procurement applications?
3. What data will need to be shared? Refer to the Scenario
[Note: You may need to refer to TOGAF 9 Chapter 35 in order to answer this question.]
You have been asked to identify the most appropriate catalogs, matrices, and diagrams for this situation.
Based on TOGAF 9, which of the following is the best answer?

A. in the early iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture using a Data Entity/Data Component catalo
B. In the later Iterations of the Architecture Definition, you would describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix.
C. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matri
D. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.
E. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matri
F. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.
G. In the early iterations of Architecture development, you would describe the Baseline Application Architecture with a Technology Portfolio catalog, and describe the Baseline Data Architecture with a Data diagra
H. In the later iterations of Architecture development, you would describe the Target Application Architecture with a System/Technology matrix, and describe the Target Data Architecture with a Data Dissemination diagram.

Answer: C

NEW QUESTION 10
Scenario: Vittronics Ltd.
Please read this scenario prior to answering the question
Vittronics Ltd. is a leading medical device manufacturer in the highly competitive market for Migraine Headache Pain Management (MHPM) devices. These tiny wireless devices are implanted in the brain and can deliver a precise electric shock when the wearable Pain Control Unit (PCU) detects an increase in stress induced by the onset of a migraine headache.
This technology will be a breakthrough in the treatment of this condition, and several competitors are striving to be the first to introduce a product into the market. However, all of them must demonstrate the effectiveness and safety of their products in a set of clinical trials that will satisfy the regulatory requirements of the countries in the target markets.
The Enterprise Architecture group at Vittronics has been engaged in an architecture development project to create a Secure Private Immersive Collaborative Environment (SPICE) that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials.
The Vittronics Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. They have recently upgraded to TOGAF 9.
The Vittronics Architecture Development Method (VADM) is strictly based on the TOGAF 9 Architecture Development Method (ADM) with extensions required to support current good manufacturing practices and good laboratory practices in their target markets.
The SPICE project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed in SPICE, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain. A corresponding SPICE Security Architecture has been defined.
The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity.
Refer to the Vittronics Ltd Scenario:
You are serving as the Lead Architect for the SPICE project team.

As required by TOGAF, the SPICE project team res completed a Business Transformation Readiness Assessment in Phase A (Architecture Vision). In that assessment, it was determined that there are risks associated with the adoption of the Immersive Collaborative Environment. Despite a clear expression of the vision and the business need for utilizing SPICE to accelerate the clinical trials, the researchers have been resisting the change because of concerns about safeguarding individually identifiable information about the subjects who were participating in the trials.

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

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

A. You decide that in Phase E, the team creates an overall solutions strategy that can guide the Target Architecture implementation and structure the Transition Architecture

B. You check that there is consensus before proceeding.

C. You decide to return to Phase A, where the team should brainstorm a technical solution that mitigates the residual risks presented by the privacy issu

D. Then, during Phase D, you will direct the team to develop an Architecture Building Block to manage the security risk

E. After that, the team should select Solution Building Blocks that mitigate all of the identified risks and revise the Requirements Impact Statement to reflect the changes to the high-level solutions strategy and migration plan.

F. You decide that in Phase E, the team review the Business Transformation Readiness Assessment and identify, classify, and mitigate the risks associated with the identified readiness factor

G. If the risks can be satisfactorily mitigated, then you would continue to define a high-level solutions strategy that includes the Transition Architectures needed to make the change culturally and technically feasible.

H. You decide that in Phase E, the team determines an approach to implementing an overall strategic direction that will address and mitigate the risks identified.

Answer: B

NEW QUESTION 11

Scenario: Rollins Manufacturing

Please read this scenario prior to answering the question

Rollins Manufacturing 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 Manufacturing Requirements

Planning (MRPII) system, production scheduling, and custom developed applications that drive the automated production equipment at each plant.

Rollins 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 MRPII 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 Rollins 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 MRPII 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 Rollins Manufacturing Scenario

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

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

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

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

A. The team should hold a series of interviews at each of the manufacturing plants using the business scenario techniqu

B. This will then enable them to identify and document the characteristics of the architecture from the business requirements.

C. The team should exercise due diligence and carefully research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier lis

D. Based on the findings from the research, the team should define a preliminary target Architecture Visio

E. The team should then use that model to build consensus among the key stakeholders.

F. The team should create Baseline and Target Architectures for each of the manufacturing plant

G. A gap analysis between the architectures will then validate the approach, and determine the Transition Architecture needed to achieve the target state.

H. The team should conduct a pilot project that will enable vendors on the short list to demonstrate potential solutions that will access the concerns of the stakeholder

I. Based on the findings of that pilot project, a complete set of requirements can be developed that will arrive the evolution of the architecture.

Answer: A

NEW QUESTION 15

Scenario:

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect within a vacation property management firm that has been growing through acquisition. The firm manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed on each property is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.

The CEO has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the business by standardizing its operations across the network to provide consolidated financial, human resources, logistics, sales and marketing, and yield management. He has also stated that he expects results by the end of the current fiscal year.

These changes will provide the company with improved utilization of its capacity and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising into key markets to improve yields.

The firm has a mature enterprise architecture practice and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity.

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

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

Refer to the scenario
You have been asked by the Chief Architect to justify the best approach for architecture development to realize the CEO's vision.
Based on TOGAF 9, which of the following is the best answer?

A. You recommend that the target architecture is defined first, followed by transition plannin
B. This is because the vision is well understood and the strategic architecture agree
C. This will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.
D. You recommend that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strateg
E. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagemen
F. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.
G. You recommend that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to chang
H. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.
I. You recommend that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capabilit
J. Then the focus should be on transition planning and architecture deploymen
K. This will identify retirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

Answer: D

NEW QUESTION 19
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