Exam Questions OG0-092

TOGAF 9 Part 2

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NEW QUESTION 1
ARTI Dimensioning is a multinational that operates production facilities in 29 countries and sells its products in over 120 countries.
A consultancy firm has recommended a realignment that will enhance sharing of product information across business units. The implementation of this strategic realignment will require the development of integrated customer information systems and product information systems.
ARTI has a mature enterprise architecture practice and uses TOGAF 9 for the basis of the ARTI Architecture Framework (method and deliverables). The CIO is sponsoring an architecture development program that is going to start. The CIO is concerned about a potential disruptive result to the business of this activity and before proceeding with the architecture development he asked to evaluate the impacts on the company business.
Refer to the scenario above You are the Lead Architect and you have been asked to recommend an approach to address the concerns raised. Based on TOGAF 9 recommend which of the following is the best answer.
Choose one of the following answers.

A. Risk Aversion Assessment should be conducted during the Implementation Governance phase to determine the degree of risk aversion of the proposed business transformatio
B. After sharing the residual level of risk with the company chairman and the residual risk is not accepted, a set of parallel systems will be implemented to mitigate the risks.
C. Your recommendation is to use risk management techniques to assess the risks associated with the proposed business transformation and ensure the existence of business continuity plan
D. During the Implementation Governance phase you conduct a residual risk assessment to manage risks that cannot be mitigated.
E. During the Architecture Vision phase a risk assessment is conducted to mitigate initial risks and address those in the Architecture Contract signed in the Implementation Governance phase.
F. Your proposal is to utilize a risk management framework during the Implementation Governance phase to verify the risks associated with the proposed transformation of the busines
G. You then share with the concerned stakeholders the residual level on risk beforethe Architecture Contracts are released.

Answer: B

NEW QUESTION 2
FreshFruit Int. is an online American grocer. The Executive Board decided to implement a new strategy to expand the business to other markets.
The CIO is sponsoring an enterprise activity to support the expanded operations.
A new solution is rolled-out to replace the legacy online sales platform. A compliance review was performed to assess the solution implementation.
The result of the review highlighted a complaint from the development team stating that the new system is difficult to integrate with the existing warehouse automation systems. The Chief Architect is concerned that the complaint is not related to a real problem of the solution but is based on personal preferences of the development teams. Another interview with the project team is scheduled.
Refer to the scenario above You are the Lead Architect and an architect from your team leads the review team. You have to answer how, based on TOGAF 9, you should enable the review team to conduct the reviews successfully.
Choose one of the following answers

A. Meeting with the project architect you clarify the purpose of the revie
B. You ask to perform an objective and fair review using the checklists to frame the review and clarify that you want them to identify the issues behind the implementation team complaints.
C. You organize a meeting with the review team and state the importance to identify any non-compliancy that may have come from the implemented solution.
D. You organize a meeting with the review team and stress the importance of a high degree of compliance without any exceptio
E. The review should cover every aspect of the implementation and should criticize the implementation techniques.
F. You verify that criteria for the program and the business objectives are mapped in the checklists that the project team prepared for the interview
G. You confirm the checklist content to the project architect and stress the need to be objective and fair during the review process.

Answer: D

NEW QUESTION 3
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 then 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 4
Scenario: AutoComp Corporation
AutoComp Corporation produces components for the Car industry. Driven by the global financial downturn they are looking to reduce IT costs. They believe there is a cost saving opportunity within IT but this is not quantified in terms of potential savings nor is there agreed target architecture.
Final decisions on the solutions are not yet fully agreed. They have completed their Vision Phase and first pass of the three architecture definition phases and now they want to finalize and plan their solutions. You are the Chief Architect from a consulting organization brought into review the work to date by AutoComp Corporation and to make recommendations to the CIO and the board on this.
Which of the following answers best describes how TOGAF recommends in this context?

A. I would determine the business value of each solution, prioritize accordingly each set of solutions, conduct detailed Risk Assessment and Mitigation, do Compliance reviews and then implement the solution

B. I would present my recommendations to the board for agreemen

C. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.

D. I would after confirming Enterprise Change Attributes and constraints, do a Consolidated Gap Analysis then dependencies, then group and allocate the transition

E. I would also assess Enterprise readiness and risks.Then I would also assess the business value of the solutions, do risk analysis with mitigation and then schedule the work products.

F. I would do a Consolidated Gap Analysis by considering then dependencies, then group and allocate the transition

G. I would then look to produce artifacts that describe the recommended projects, the risk, issues and dependencie

H. This would also include transition architects to move us from current architecture to the recommended target architecture

I. I would present my recommendations to the board for agreemen

J. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.

K. I would look at the corporate culture and attitude to change, understand the constraints such as cost and the required time horizon

L. I would then look at the architecture work to ensure it is complete and seek to address any gap

M. I would review the functional requirements and ensure there are complete interoperability requirement

N. I would then validate any dependencies and risk

O. Then formulate an implementation and migration strategy identifies major work packages and the transition architecture require

P. Finally, once agreement is reached with the board I will create project charters and re-factor any changes needed from the board discussion into the architecture.

Answer: D

NEW QUESTION 5
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 6
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 7
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 8

Scenario: Marona Inc.

Marona Inc is a Fortune 500 Enterprise in the retail industry with retail store components manufacturing units and marketing outlets spanning the globe and having an annual turnover of 20 billion$ with more than 100, 000 employees world wide.

The CEO, CIO and the stakeholders of the ongoing EA projects are concerned about rising costs and as one measure want to do an investigation into the operational aspects of the realized Enterprise Architecture using TOGAF9.

The CIO approaches you as the Lead Enterprise Architect to carry out this exercise the

stakeholder had voiced to him the following concerns:

They want to analyze the roles of the top management for each revenue earning service. Moreover, many of the HR related critical Search application component have become extremely slow. This needs to be diagnosed and rectified. Moreover there is no proper tracking of revenue from retail store component products over time. There has also been a lot of unauthorized or unwanted access to many of the critical information.

Hence the mode of access needs to be strengthened and made much more secure. Another additional concern is the new launches and the progress of each of the launches over time.

Determine which of the following set of viewpoints are most appropriate to analyze and view in order to address this concern of the stakeholders.

A. (i) System/Functions Matrix(ii) Actor/Role Matrix(iii) Data Entity/Business Function Matrix(iv) Technology Portfolio Catalog(v) Data Security Diagram
B. (i) Goal/Objective/Service Diagram(ii) Contract Measure Catalog(iii) Data Dissemination Diagram(iv) Application Communication Diagram(v) Data Life Cycle Diagram
C. (i) Location Catalog(ii) Service/Function Catalog(iii) Data Entity/Business Function Matrix(iv) Application Communication Diagram
D. (i) System/Functions Catalog(ii) System/Technology Matrix(iii) Goal/Objective/Service Diagram(iv) Product Life Cycle Diagram(v) Data Security Diagram

Answer: D

NEW QUESTION 9
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. Thesefactors 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 deploymen
E. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into accoun
F. These factors can then 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 organizatio
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 fi
I. These factors can then 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

NEW QUESTION 10
SureFlight Air Carrier has received approval for the acquisition of a regional carrier.
To integrate the new acquisition, a TOGAF based enterprise architecture program has been initiated. The CIO sponsors the activity supported by the Chief Architect.
In Phase A within the initial iteration the CIO wants to ensure that the architecture activities are recognized among the various stakeholders of the enterprise.
Refer to the scenario above
You are a consultant supporting the Chief Architect that should explain how to identify and engage the stakeholders at this stage of the program.
Identify the best answer accordingly to the TOGAF 9 guidelines. Choose one of the following answers

A. Using the business scenarios technique you would identify supporting and not supporting stakeholders.Then you would list the set of viewpoints that are addressing the stakeholder concerns andshare these with them.
B. You first priority is to communicate with the regional carrier stakeholders developing a CommunicationsPlan to share main features and discuss opportunities with them.
C. You conduct a pilot proof of concept during Phase A to demonstrate the technical feasibility to the stakeholders explaining the approach available from your preferred suppliers.
D. You identify all the main stakeholders on both the acquired carrier and the rest of the enterpris
E. Using a stakeholder map, you classify and record their power in relation to this activit
F. You then focus on implementing the relevant viewpoints that can address the concerns of every main stakeholder identified in the stakeholders map.

Answer: D

NEW QUESTION 10
Scenario:
Please read this scenario prior to answering the question
Your role is consultant to the Lead Architect within a company that manufactures a variety of small electromechanical devices. As part of a corporate-wide Lean Manufacturing initiative, the company has defined a strategic architecture to improve its ability to meet consumer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in several of the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.
The company has a mature enterprise architecture practice and uses TOGAF 9 for the basis of its architecture framework. In addition to the EA program, the company has a number of management frameworks in use, including business planning, portfolio/project management, and operations management. The EA program is sponsored by the CIO.
Each division has completed the Architecture Definition documentation required to tailor and configure the environment to meet its own specific manufacturing requirements.
The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase A. Based on all of these factors they have produced a risk assessment.
Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.
Refer to the Scenario
The Implementation and Migration Plan v0.l, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete. You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.
Based on TOGAF 9, which of the following is the best answer?

A. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increment
B. The assessment should focus on return oninvestment and performance evaluation criteria that can be used to monitor the progress of the architecture transformatio
C. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the project
D. You would then document the lessons learned and generate the final plan.
E. You would assess how the plan impacts the other frameworks in use in the organizatio
F. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management framework
G. You would then assign a business value to each project, taking into account available resources and priorities for the project
H. Finally, you would generate the Implementation and Migration Plan.
I. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contrac
J. The Compliance Assessment should verify that the implementation team is using the proper development methodolog
K. It should include deployment of monitoring tools and ensure that performance targets are being me
L. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.
M. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycl
N. This will ensure that the architecture remains relevant and responsive to the needs of the enterpris
O. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the pla
P. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.

Answer: B

NEW QUESTION 13
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
[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: B

NEW QUESTION 14
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 19
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 20
Scenario:
Please read this scenario prior to answering the Question
You are the Lead Architect for a firm that manufactures ball bearings used in industrial equipment applications. They have manufacturing operations in several cities in the United States, Germany, and the United Kingdom.
The firm has traditionally allowed each manufacturing plant to drive its own production planning systems. Each plant has its own custom Materials Requirements Planning, Master Production Scheduling, Bill of Materials, and Shop Floor Control systems.
"Just In Time" manufacturing techniques are used to minimize wastes caused by excessive inventory and work in process. The increasingly competitive business environment has compelled the firm to improve its business capability to be more responsive to the needs of industrial customers. To support this capability, the firm has decided to implement an Enterprise Resource Planning (ERP) solution that will enable it to better coordinate its manufacturing capacity to match the demands of its products across all plants. In addition, there are also new European regulations coming into force to which their manufacturing processes must conform in the next six months.
As part of the implementation process, the Enterprise Architecture (EA) department has begun to implement an architecture process based on TOGAF 9. The CIO is the sponsor of the activity. The Chief Architect has directed that the program should include formal modeling using the Architecture Content Framework and the TOGAF Content Metamodel. This will enable support for the architecture tooling that the firm uses for its EA program.
The Chief Architect has stated that in order to model the complex manufacturing process it will be necessary to model processes that are event-driven. Also, in order to consolidate applications across several data centers it will be necessary to model the location of IT assets. In particular, the end goal is to have the single ERP application running in a single data center.
Currently the project is in the Preliminary Phase, and the architects are tailoring the Architecture Development Method (ADM) and Architecture Content Framework to fit into the corporate environment.
Refer to the Scenario
You have been asked to recommend a response to the Chief Architect's request to tailor the TOGAF Content Metamodel.
Based on TOGAF 9, which of the following is the best answer?

A. You recommend that the architecture team incorporate the Process Modeling and Infrastructure Consolidation extensions into their tailored Content Metamode
B. As the environment is process-centric this will enable them to model the manufacturing processes and store information to support regulatory complianc
C. It also includes views useful for managing the consolidation of applications into a single data center.
D. You recommend that the architecture team incorporate the Process Modeling and Governance extensions into their tailored Content Metamode
E. This is suitable as this is a significant IT change that will impact its operational model
F. This will ensure that they include specific entities and attributes that will allow them to model the event-driven nature of the manufacturing processes more precisely.
G. You recommend that the architecture team incorporates the Governance and Motivation Extensions into their tailored Content Metamode
H. This would allow modeling of the target milestones they want to achieve with this consolidation of application to a single data cente
I. These extensions will also enable demonstration of regulatory compliance for the manufacturing process.
J. You recommend that the architecture team incorporates the Data and Services Extensions into their tailored Content Metamode
K. This would allow modeling of the location of IT assets and ensure regulatory compliance for the manufacturing proces
L. It will also allow for identification of redundant duplication of capability which will be needed for a successful consolidation to a single data center.

Answer: A

NEW QUESTION 24
Scenario: AGEX Inc.
Please read this scenario prior to answering the question
AGEX is a large, global commodities trading company which has been growing rapidly through a series of acquisitions.
Each new business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.
As a result, AGEX has begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of business. The Corporate Board is concerned that the new ERP system must be able to manage and safeguard customer information in a manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services offered to clients and trading partners.
The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture.
After reviewing the available alternatives, and based on recommendations from the ERP vendor, AGEX has selected TOGAF 9 as the basis for its Enterprise Architecture program.
The CIO has endorsed this choice with the full support of top management. Refer to the AGEX Inc. Scenario
You are serving as the Chief Architect.
You have been asked to recommend the approach to take in the Preliminary Phase to ensure that the Corporate Board's concern is addressed.
Based en TOGAF 9, which of the following is the best answer?

A. You evaluate the implications of the Board's concern in terms of regulatory and security policy requirement
B. You then update the AGEX security policy to reflect the concern, ensuring that this policy is communicated across the organization.You allocate a security architecture team to ensure that security considerations are included in ongoing architecture plannin
C. You then assess the security implications and agreements within the AGEX businesses and their suppliers.
D. You evaluate the implications of the Board's concern in terms of regulatory requirements and their impact on business goals and objective
E. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the Board's concern.You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed.
F. You start by clarifying the intent that the Board has for raising this concer
G. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objectives.You propose that a security architect or security architecture team be allocated to develop comprehensive security architecture.
H. You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objective
I. Based on your understanding, you then update the current AGEX security policy to include an emphasis on the Board's concern.In addition, you allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

Answer: A

NEW QUESTION 29
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