OG0-092^{Q&As}

TOGAF 9 Part 2

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QUESTION 1

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 CIO. Then I ensure that there is recognition for the architecture vision project by following any project management and programmed management frameworks used within the organization. I would identify the key stakeholders and engage with them to understand and document their concerns and high-level requirements. 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 Work. 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 resources. I would then define the business capabilities of the organization needed to fulfill those business goals and drivers and their readiness for change. Once complete, I would define the scope, confirm the architecture and business principles and develop the Architecture Vision. Following this, I would define the business case for the architecture project, assess the business risks and produce a risk mitigation plan. 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.

B. 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 outputs. 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 plan. 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 available. 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.

C. I would start by establishing the architecture project and follow the appropriate project management method. I would identify stakeholders their concerns and business requirements then confirm and elaborate the business goals, business drivers and constraints. I would then evaluate the business capabilities and readiness for business transformation and define the scope. I would then develop the architecture vision, define the target architecture value proposition, KPIs and identify and mitigate all risks associated with the transformation effort. Finally, I would develop an Enterprise Architecture Plan and Statement of Work and secure approval from the relevant stakeholders.

D. I would approach this by defining and establishing the architecture team and governance. This would be followed by agreeing and establishing the architecture principles. 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 method. Finally I would select and implement and architecture tools. The outputs from this work would include an Organization Model for Enterprise Architecture, 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.

Correct Answer: A

QUESTION 2

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 for the Common ERP Deployment architecture project.

One of the earliest initiatives in the Enterprise Architecture program at Rollins 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 Rollins 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 is Secure, Interoperability, Control Technical Diversity.

B. Business Continuity, Service-orientation, Data is Accessible, Data is Secure, Responsive Change Management.

C. Maximize Benefit to the Enterprise, Business Continuity, Common-use Applications, Data is Shared, Data is Accessible, Data is Secure.

D. Information Management is Everybody\\'s Business, IT Responsibility, Data Trustee, Technology Independence, Responsive Change Management.

Correct Answer: C

QUESTION 3

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. A Risk Aversion Assessment should be conducted during the Implementation Governance phase to determine the degree of risk aversion of the proposed business transformation. 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.

B. 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 plans. During the Implementation Governance phase you conduct a residual risk assessment to manage risks that cannot be mitigated.

C. 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.

D. 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 business. You then share with the concerned stakeholders the residual level on risk before the Architecture Contracts are released.

Correct Answer: B

QUESTION 4

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 Map. You Evaluate business capabilities and execute a Business Transformation Readiness Assessment. 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.

B. 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.

C. You create a high-level view of the Target Architectures and then present them to the CIO.

D. As requested by the CIO you focus on the Architecture Vision and create a detailed view of the Baseline Architectures. This is done for Business, Data, Application and Technology domains and then presented to the CIO using the Architecture Definition Document.

Correct Answer: A

QUESTION 5

Scenario Please read this scenario prior to answering the question You have been assigned the role of Lead Enterprise Architect for a firm that produces components and

replacement parts for the automobile, electronics, and telecommunications industries. The firm has been

established for over 70 years. North America has been the primary market for its products, with just 20% of

its output being exported to Europe. The firm is planning to expand its exports to Europe and also to

establish sales in South America and the Asia Pacific region.

The firm is organized into business units that each focus on the different industry sectors. 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 joint 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 and Marketing organization according to the

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 change 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, 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 reorganization. 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 fix. These factors can then be used to assess the initial risks associated with the proposed project.

B. In Phase A, the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then used to assess the initial risks associated with the proposed project.

C. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the reorganization. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then used to assess the initial risks associated with the proposed project.

D. In Phase A, the team should conduct a Business Scenario to identify the stakeholders1 concerns and the resulting requirements. Once the requirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

Correct Answer: D