



# OG0-092<sup>Q&As</sup>

TOGAF 9 Part 2

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## QUESTION 1

RIG Networks, a global network supplier is implementing a massive replacement of its supply chain to reduce production cost of their new LTE (Long Term Evolution) gateways. As part of this renovation process the CIO decided to replace their ERP (Enterprise Resource Planning) system using a greenfield approach (where the legacy ERP system will be decommissioned). The CIO engaged a team of TOGAF 9 certified consultants to design the solution, he then identified the suppliers and asked you as Chief Architect to supervise the definition of the Architecture Design and Development Contract.

Refer to the scenario above

You now need to write the Architecture Design and Development Contract, identify how you would do this following TOGAF 9.

Choose one of the following answers

A. You would define the Architecture Design and Development Contract with : introduction and background, the nature of the agreement, scope of the architecture, architecture and strategic principles and requirements, conformance requirements, Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

B. You would define the Architecture Design and Development Contract with : introduction and background, the nature of the agreement, scope of the architecture, architecture and strategic principles and requirements, conformance requirements, Baseline Architecture definition, Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

C. You would define the Architecture Design and Development Contract with : Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery

and business metrics.

D. You would define the Architecture Design and Development Contract with : scope, goals, objectives and constraints, Architecture Principles, Baseline Architecture, Architecture Models, Gap Analysis, Impact Assessment.

Correct Answer: A

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## QUESTION 2

Please read this scenario prior to answering the question You are serving as the Lead Architect for a chain of convenience stores, operating as a franchise, which has over 5000 retail outlets throughout the Asia-Pacific region. The stores operate 24 hours a day and 7 days a week and rely on point-of-sale technology to manage their inventory.

Stores place all orders on-line. The back-office systems collect real-time data to support ordering and product selection decisions including the tailoring of product assortment based on sales history, customer demographics as well as the next day's weather forecast. In many cases, several stores are located in neighboring areas. This strategy makes distribution to each store cheaper, as well as making multiple deliveries per day possible.

An Enterprise Architecture practice exists within the company, with the CEO and CIO as joint sponsors. They have decided to adopt TOGAF 9 within the practice and the first project is to restructure the Enterprise Architecture so that it can better accommodate the changing strategies within the company and also better respond to changes in economic and technical environments.

The CIO has stated that the following issues need to be addressed in the restructuring: The systems should be able to



withstand any unforeseen disruptions which might affect day to day operations. This is highly critical for ensuring high levels of customer satisfaction and maintaining and growing revenue. Dependencies between the application components, the application platform, and technology infrastructure should be minimal and well defined. This will facilitate scalability and ease of enhancement of the service offerings. The company is adopting the ARTS Operational Data Model and Data Warehouse Model from the National Retail Federation. This will address past problems with data quality and inconsistent data. To remain competitive, new products and promotions must undergo market trials and if these are successful, deployed across the retail chain. Information systems must be able to manage changes and updates without undue delays.

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, Section 23.6. You may need to refer to Chapter 23 of the reference text in order to answer this question.]

You have been asked to identify the most relevant architecture principles for the current situation.

Based on TOGAF, which of the following is the best answer? [Note: The ordering of the principles listed in each answer is not significant.]

- A. Interoperability, Data is Accessible, Data is Shared, Requirements Based Change, Control Technical Diversity
- B. Technology Independence, Business Continuity, Common Vocabulary and Data Definitions, Data Trustee, Responsive Change Management
- C. IT Responsibility, Data Security, Ease of Use, Requirements Based Change, Common Use Applications
- D. Interoperability, Maximize Benefit to the Enterprise, Data Trustee, Data is an Asset, Responsive Change Management

Correct Answer: D

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### QUESTION 3

Scenario Please read this scenario prior to answering the question You are serving as the Lead Architect for an insurance company, which has been formed through the merger of three previously independent companies. The company now consists of three divisions with the same names and division headquarters as their predecessors.

The lack of integration between the three divisions has increasingly caused problems in the handling of customer and financial information. The inability to share information has resulted in lost opportunities to

"leverage the synergies" that had been intended when the company was formed. At present, each division maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, and claims information, each division has different ways of defining 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 common web portal, contact center software suite, and document management system. Also the company has selected a single enterprise-wide customer relationship management (CRM) application to consolidate information from several



applications that exist across the divisions. The application will be used by each of the divisions and accessed by third party partners 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 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 migration teams in each division. 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 as the core framework 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, which of the following is the best answer?

- A. You evaluate the implications of the concerns raised by the Corporate Board in terms of regulatory requirements and their impact on business goals and objectives. 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 concerns. You allocate a security architect to oversee the implementation of the new application that is being developed.
- B. You start by clarifying the intent that the Board has for raising these concerns. This enables you to understand the implications of the concerns 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 a comprehensive security architecture and that this be considered an additional domain architecture.
- C. You evaluate the implications of the Board's concerns by examining the security and regulatory impacts on business goals, business drivers and objectives. Based on your understanding, you then update the current security policy to include an emphasis on the concerns. You define architecture principles to form constraints on the architecture work to be undertaken in the project. You then allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.
- D. You identify and document the security and regulatory requirements for the application and the data being collected. You ensure that written policies are put in place to address the requirements, and that they are communicated across the organization, together with appropriate training for key employees. You identify constraints on the architecture and communicate those to the architecture team. You establish an agreement with the security architects defining their role within the ongoing architecture project.

Correct Answer: D



#### QUESTION 4

Please read this scenario prior to answering the question

You are serving as an Enterprise Architect at a large aerospace company. It designs, manufactures and sells civil and military aviation products worldwide and manufactures in multiple countries both inside and outside of the European Union. The company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems.

Recently, several procurement processes, within the civil aviation business, have had problems related to the timing of purchases, which has led to excess inventory. The Vice President in charge of Supply Chain Management has made the decision to consolidate and reduce redundant procurement processes and systems. He has committed to the CEO that the business will move to a “Just-in-time” procurement system so as to keep inventory costs low.

The TOGAF standard is used for internal Enterprise Architecture activities. At presents, there are no architectural assets in the Architecture Repository related to this initiative. All assets will need to be acquired, 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 the existing procurement processes or systems.

This project is using an iterative approach for executing the Architecture Development Method (ADM). The architecture development project has completed the Architecture Vision Phase and has started a number of iteration cycles to develop the Architecture. As a packaged application is being considered, the next iteration will include both the Business and Application Architectures.

Stakeholder concerns that should be addressed by these architectures include:

What groups of people should be involved in procurement-related business processes?

What applications will these groups use once the architecture development is complete?

What non-procurement applications will need to be integrated with the new procurement applications?

What are the dependencies between the non-procurement and the new procurement applications?

Refer to the Scenario

[Note: You may need to refer to the Architectural Artifacts chapter, section 31.6 (located in Part IV) within the reference text in order to answer this question.]

You have been asked to identify the most appropriate catalogs, matrices, and diagrams to support the next



iteration of Architecture development.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

- A. You would describe the Baseline Business Architecture with an Organization/Actor catalog, a Business Service/Function catalog, and a Data Entity/Business Function matrix. You would describe the Baseline Application Architecture with an Application Portfolio catalog and an Application/Function matrix.
- B. You would describe the Target Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog, and Data Lifecycle diagrams. You would describe the Target Application Architecture with Application Communication diagrams, an Application Interaction matrix, and an Application Portfolio catalog.
- C. You would describe the Target Business Architecture with a Business Interaction matrix, and a Business Service/Function catalog. You would describe the Target Application Architecture with an Application Communication diagram, an Application/Organization matrix, an Application Interaction matrix and an Interface catalog.
- D. You would describe the Baseline Business Architecture with a Baseline Business Process catalog, and an Object lifecycle catalog. You would describe the Baseline Application Architecture with an Interface catalog and a Technology Portfolio catalog.

Correct Answer: B

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#### QUESTION 5

Scenario: Please read this scenario prior to answering the question You are the Lead Enterprise Architect in a company that specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. The company has manufacturing facilities located in Illinois, Nebraska, and Manitoba. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturer's design specifications.

Until recently, most turbine blades were fabricated manually using molded fiber-reinforced plastics. However, recent improvements in composite materials, coupled with enhanced automated methods for precision application of materials during the molding process, have led to significant reduction in weight, increase in strength, and improved blade longevity. The company has pioneered the development of a proprietary automated process for continuous extrusion of the turbine blades. Patents have been filed to protect the process, but certain trade secrets must be closely guarded.

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

TOGAF 9 and its Architecture Development Method (ADM) are used to develop the automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies.

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

Architecture Contracts have been developed that detail the work needed to implement and deploy the new



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

Refer to the Scenario

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

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

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

Correct Answer: A

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## QUESTION 6

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 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 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 organization. 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 architecture.

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 architecture.

C. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization. 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 architecture.

D. In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting





retirements. Once the retirements 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: C

## QUESTION 7

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

Correct Answer: D

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## QUESTION 8

Please read this scenario prior to answering the question

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

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

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

The company has a mature Enterprise Architecture practice supported by a cross-functional Architecture Board and uses the TOGAF standard. The Chief Information Officer and the Chief Operating Officer cosponsor the Enterprise Architecture program.

As part of putting the new design into production, a pilot architecture project has defined an updated standard approach for controlling the automated test systems used to perform final quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for immediate implementation at each plant.

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

Refer to the Scenario

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

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



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

Correct Answer: D

## QUESTION 9

Worldwide Mobile is a mobile telecommunications company formed through a series of mergers and acquisitions. They are yet to fully integrate the customer service systems for the most recent acquisitions, and as result, customer service has been a major concern for the Chief Technology Officer.

Results for the last two quarters have shown that Average Revenue Per User (ARPU) and the customer retention (Churn) rate have fallen below the industry average. The Corporate Marketing group has published some new finding about customer satisfaction. The customers appear to be switching to Air Light, a competitor, because of superior customer service. WorldwideMobile actually has better coverage in nearly all markets than Air Light, and good roaming agreement that keep rates low for business travellers. But customer satisfaction has remained low. The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan. They have developed a business scenario which contains a good conceptual model of what needs to be done and also identifies the key requirements. This was used in preparing the proposal presented to the Executive Council and the Corporate Board. The planning for the program has been underway for several months. WorldwideMobile has selected TOGAF 9 as the basis for its Enterprise Architecture. The Corporate Board has approved funding for a multi-million Euro conversion to transition to a packaged Customer Service System. It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation. The Executive Council has stated that the program should define specific initiatives to enable each regional business units to create an implementation of the Customer Service System. The implementation must meet the needs of the business unit and still provide the information needed to enable major improvements to the customer. Refer to WorldwideMobile-2 Scenario You are serving as the Lead Architect for the Performance and Integrity project of the Customer Service System program.

The project has been chartered to address the architecture(s) required to support the Customer Service System from an



infrastructure perspective. At present time, the project team is conducting an architecture development project that is focused on the customer self service capability, which was defined as part of the earlier strategic planning activities. This capability will enable customers to access their accounts, pay bills, request account reviews, and provision services from any web-enabled device. The project team has gathered information about the self-service capability, developed a business scenario, and used the results to define an Architecture Vision for achieving the capability. You have been asked to recommend the course of action to complete the project. Based on TOGAF 9, which of the following is best answer?

A. In the remaining architecture definition phases, the project team should map out the capability in the Technology domain. In the Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architecture. Where possible, the Solution Building Blocks should be drawn from the Architecture Repository. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.

B. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information System and Technology domains. In the Phases E and F, the capability should be broken down into a set of increments that are sequenced into Transition Architectures that will lead to the realization of the Target Architecture. The resulting Solution Building Blocks will then provide the basis for the capability increment solutions. The complete Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conduction Compliance Assessments.

C. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information System and Technology domains. In the Phases E and F, the capability should be broken down into a set of increments that defines the Target Architecture. The Solution Building Blocks will provide the basis for the capability increment solutions. The complete Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.

D. The remaining architecture definition work should be focused on mapping out the technology and infrastructure capability in the Technology domain. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that will be implemented to realize the Target Architecture. The Solution Building Blocks will provide the basis for the completed Architecture Definition Document that will be submitted for approval. Upon approval, the implementation team will conduct Compliance Assessments to ensure that the self-service capability is compliant with the overall Enterprise Architecture.

Correct Answer: B

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

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



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

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

1.

What groups of people should be involved in the supply chain management-related business processes?

2.

What non-supply chain management applications will need to be integrated with any new supply chain management applications?

3.

What data will need to be shared?

Refer to the Scenario

[Note: You may need to refer to the Architectural Artifacts chapter, section 31.6 (located in Part IV) of the reference text in order to answer this question.]

You have been asked to identify the most appropriate catalogs matrices and diagrams to support the next iteration of Architecture development.

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

A. You would describe the Baseline Business Architecture with a Business Service/function catalog, an Organization/Actor catalog, and a Data Entity/Business Function matrix. You would describe the Baseline Data Architecture using a Data Entity/Data Component catalog. You would describe the Baseline Application Architecture with an Application/Function matrix.

B. In the next iteration of Architecture development, you would describe the Target Business Architecture with an Organization/Actor catalog, a Business Service/Function catalog, and Data Lifecycle diagrams. You would describe the Target Application Architecture with a Data Entity/Data Component catalog. You would describe the Target Application Architecture with an Application Interaction matrix and Application Communication diagrams.

C. You would describe the Target Business Architecture with a Business Service/Function catalog, and a Business Interaction matrix. You would describe the Target Data Architecture with a Data Entity/ Business Function matrix and an Application/Data matrix. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.

D. In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Value Chain diagram, and a Baseline Business Process catalog. You would describe the Baseline Data Architecture with a Data diagram. You would describe the Baseline Application Architecture with an Environments and Locations diagram.

Correct Answer: C

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## QUESTION 11



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.

As part of the process for establishing the Enterprise Architecture department, you have decided to create a set of principles to guide the activities.

You have been asked to recommend the best approach for this work.

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

- A. You define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter. You publish the principles on the corporate intranet to ensure widespread acceptance and compliance. 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.
- B. You gather information from credible industry sources in the commodities business. Based on that, you assess current trends and apply that to defining a set of principles that embody best practices. You select architecture principles that do not conflict with each other and that should be stable. You ensure that all the principles are realistic and avoid including principles that are obvious.
- C. You examine the mission statements for AGEX and each of its businesses, together with the corporate value statements. Based on that, you define a set of principles and review with the CIO. When developing the principles you ensure that they actively promote the alignment of IT with the business strategies and initiatives of AGEX. You then seek the endorsement of the CIO and senior management.
- D. You examine the mission statements for AGEX and each of its businesses, together with the corporate value



statements. Based on that, you work with the Architecture Review Board to define the principles. When developing the principles you ensure that they actively promote the alignment of IT with the AGEX business strategies. You then run a series of reviews with all the relevant stakeholders, including senior management, ensuring their support.

Correct Answer: D

## QUESTION 12

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 13

Please read this scenario prior to answering the question

Your role is that of Lead Enterprise Architect for a chain of convenience stores. The chain includes over 15,000 retail outlets throughout the Asia-Pacific region. Each store in the chain is an independently owned and operated franchise. The stores operate 24 hours a day and 7 days a week. Many of the stores have been with the franchise for more than 10 years and still use the original IT systems deployed at that time.

The CEO of the chain has stated his concerns about the inefficiencies of the current systems and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new services to help them compete with other retail outlets and online retailers. This strategy is part of the long-term commitment to enhance the brand image and increase revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.



The changes will help provide the chain with improved products, and more efficient operations. The stores will also act as delivery and return locations for a large online retailer which will further increase the number of potential customers. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising and new products to specific regions.

The chain has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The CIO is the sponsor of the activity.

The Chief Architect engaged the services of a leading 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 chain, including detailed requirements and recommendations.

Based on the recommendations from the initial study, the decision for the chain to adopt a packaged suite of integrated applications that is tailored to the needs of the franchise has been taken.

Refer to the scenario

You have been asked by the Chief Architect to propose the best approach for architecture development to realize the CEO's vision.

Based on the TOGAF Standard, Version 9.2 which of the following is the best answer?

- A. You proposed that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.
- B. You propose that his engagement define the baseline architecture first in order to assess the current infrastructure capacity and capability. The initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- C. You propose 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 change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.
- D. You propose that the team focus on architecture definition with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

Correct Answer: A

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## QUESTION 14

Scenario

Please read this scenario prior to answering the question

You have been assigned the role of Lead Enterprise Architect for a firm that is a major OEM parts supplier to the auto industry. Europe has been the primary market for its products, with just 20% of its output being exported to North America. The firm is planning to expand its exports to North America and also to establish sales in South America and the Asia Pacific region. This will enable them to better ride out recessions in key markets such as Europe. It will also enable the firm to exploit the auto industry move to global platforms.





The firm is organized into business units with each addressing different auto industry sectors. Each business unit has acquired other procedures to expand its manufacturing capacity. This has resulted 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 Architecture Content Framework. The EA program is well coordinated with Project Management Office, 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 the TOGAF standard, which of the following is the best answer?

A. 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 be used to assess the initial risks

associated with the proposed project.

B. In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful 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.

C. In Phase A, the team should conduct a Business Scenario to describe the business problem, identify the stakeholders and the resulting retirements. 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.

D. In Phase A, the team should evaluate the organization's readiness to undergo change. This will identify the factors that will influence the reorganization. This should include 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.

Correct Answer: C

## QUESTION 15

Scenario: Eight Twelve Eight Twelve has retail outlets throughout North America. An Enterprise Architecture practice already exists in Eight Twelve. Now the CEO and CIO decide that they want to use TOGAF9 to re-architect their Enterprise Architecture to cater to the changing strategies of Eight Twelve to better respond to the changes in the economic and technology environments.



Some of the key issues which need to be addressed in this re-architecting work are:

1.

Since Eight Twelve's retail chain operate 24 hours a day and are expanding to South America and Europe, the retail chain business ecosystem should be able to withstand any unforeseen disruptions which might affect the chain's day to day operations. This is highly critical to ensure high levels of customer satisfaction and thus maintaining and enhancing Eight Twelve's revenue chain.

2.

Dependency between the application components, which are the nerve centers to Eight Twelve's sophisticated range of services both external and internal, and the application platform and technology infrastructure should be minimal. This would facilitate scalability and ease of enhancement of the service offerings.

3.

Eight Twelve uses the ARTS Data Model and the quality of data is of utmost importance for its operation.

4.

Users of the Enterprise Information ecosystem should have an environment which is able to cater to their needs without any undue delays.

Which one of the following set of Architecture Principles do you feel is the most appropriate for these guidelines stated above for the TOGAF 9 architecting work which Eight Twelve is embarking on?

- A. a) Maximize Benefit to the Enterprise b) Data Trustee c) Service Orientation d) Responsive Change Management
- B. a) Business Continuity b) Data is an Asset c) Data is Shared d) Requirements Based Change
- C. a) Maximize Benefit to the Enterprise b) Data is an Asset c) Data is Shared d) Requirements Based Change
- D. a) Business Continuity b) Data Trustee c) Technology Independence d) Responsive Change Management

Correct Answer: D

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