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TOGAF 9 Part 2

The Open Group OG0-092

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QUESTION NO: 1

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 catalog. 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.

B. 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 matrix. 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.

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 Data Entity/Business Function matrix and a System/Data matrix. 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.

D. 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 diagram. 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

Explanation:

The most appropriate approach is to develop the Target Application Architecture early using Application Communication diagrams and an Application Interaction matrix, together with the Target Data Architecture using Data Entity/Business Function and System/Data matrices. This directly supports the intended future-state procurement solution: Application Communication diagrams identify the interfaces and communication relationships required between the new procurement application and non-procurement applications. The Application Interaction matrix records the interactions among applications in a compact, analyzable form. The Data Entity/Business Function matrix establishes which business functions create, read, update, or otherwise use key data entities, while the System/Data matrix identifies which systems need to share or manage those data entities.

This target-first emphasis fits the stated business direction. The organization wants consolidation, adoption of largely uncustomized commercial packages, and does not need to preserve its inherited processes and systems. In later iterations, documenting the Baseline Application Architecture through a System/Function matrix answers the remaining assessment question about which existing applications support procurement functions. The Baseline Data Architecture's Data Entity/Data Component catalog records the relationship between data entities and the components that manage them. These are standard TOGAF architecture artifacts described in TOGAF 9, Chapter 35: Architecture Content and the TOGAF 9 documentation.

QUESTION NO: 2 - (SIMULATION)

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.

ANSWER: See the explanation for the answer

Explanation:

Correct answer: C.

ARTI's concern is about the possible business disruption *before*Phase A: Architecture Vision. This phase includes assessing risks (and, in practice, business transformation readiness) so that the proposed architecture effort can proceed with informed stakeholder agreement.

The identified risks and their required treatments can then be governed through the **Architecture Contract** in **Phase G: Implementation Governance**. The contract provides the governance and implementation commitments needed to ensure that risks are managed during delivery.

Therefore, option C best reflects the required sequence: perform the initial risk assessment in Architecture Vision, then address the resulting risks through implementation governance and the Architecture Contract.

Options A and D incorrectly defer the primary risk evaluation until Implementation Governance.
Option B recognizes risk management, but does not clearly establish the essential early risk assessment in Architecture Vision before proceeding with the transformation.

QUESTION NO: 3

Scenario: Redstone Consumer Products

Redstone Consumer Products has acquired several regional brands. Its strategic architecture calls for common product-information management, while allowing regional marketing organizations to retain local campaign-management applications.

The Chief Architect has determined that the enterprise architecture must define common product-data policies, canonical information exchanges, and reusable integration services. Regional teams must then develop architectures for their own campaigns, channels, and market regulations within those enterprise constraints.

Refer to the Scenario

You have been asked to recommend how the ADM should be organized.

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

A. Use an enterprise-level ADM iteration for the shared product-information architecture, followed by appropriately governed regional iterations for local architectures.

B. Require each regional team to develop an independent enterprise architecture and reconcile the results only after implementation.

C. Develop one Technology Architecture for all regions and allow product-data policies to emerge from individual campaign projects.

D. Complete all regional campaign architectures before defining any enterprise-wide product-information requirements.

ANSWER: A

Explanation:

The ADM should be organized using an enterprise-level iteration to establish the common architecture and subsidiary architecture-development iterations for regional concerns. TOGAF supports iteration at different levels, including iterations that develop architectures across the enterprise and iterations that address particular segments, capabilities, or solutions.

The enterprise iteration provides the authoritative architecture for shared product information, integration services, principles, and standards. Regional iterations can then develop the detailed architecture necessary for local campaign management while remaining aligned with the enterprise constraints. This approach maintains both consistency where it is required and appropriate autonomy where regional variation is legitimate. See TOGAF 9, ADM Guidelines and Techniques.

QUESTION NO: 4

Scenario -

You have been appointed as a consultant to the Chief Enterprise Architect of a multinational corporation. The corporation has over 100,000 employees and is organized into 10 divisions with operations in over 60 countries and products sold in over 125 countries. It has major research sites at 8 locations worldwide.

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

The Enterprise Architecture group within the company has been engaged in an architecture development project to create a secure collaboration system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.

The Enterprise Architecture group is a mature organization. They use the TOGAF ADM with extensions required to support the manufacturing practices and laboratory practices of their target markets. Due to the high sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security, regulatory and privacy issues that are relevant.

The Executive Vice President for Clinical Research in the sponsor of the Enterprise Architecture activity. She has stated that the changes to the Enterprise

Architecture for the new system will need to be rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials. The work will need to be done in stages and rolled out in geographic regions.

You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).

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

A. You would document the factors impacting the Implementation and Migration Plan and group the gaps identified in the domain architecture gap analysis results. For each gap, you would identify a proposed solution and classify it as a new development, purchased solution, or based on an existing product. You would group similar solutions together to form work packages, and identify dependencies between the work packages factoring in the clinica

B. You would use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap, you would classify whether the solution is either a new development, purchased solution, or based on an existing product. You would group the similar solutions together to define the work packages. You would then regroup the work packages into a Set of Capability Increments to transition to the Target Architecture taking into account the s

C. You would group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work packages. Using the matrix as a planning tool, you would then regroup the work packages to account for dependencies. You would sequence the work packages into the Capability Increments needed to achieve the Target Architecture. You would schedule the rollout one region at a time. Finally, you would document the progres

D. You would determine the set of Solution Building Blocks required by identifying which need to be developed and which need to be procured. You would eliminate any duplicate building blocks, and then group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix. You would then rank the work packages in terms of cost, and select the most cost-effective options for inclusion in a series of Transition Arch

ANSWER: B

Explanation:

The correct approach is to use the Consolidated Gaps, Solutions and Dependencies Matrix to turn the gaps identified across the architecture domains into implementable work. In TOGAF ADM Phase E, each gap is associated with a solution approach, such as new development, procurement, or reuse of an existing product. Similar solution components can then be grouped into coherent work packages. This gives the architecture team a traceable link from the baseline-to-target gaps through to the implementation effort required to close them.

The work packages must subsequently be regrouped into capability increments. A capability increment is a set of work packages that collectively delivers a meaningful, usable increase in business capability. These increments provide the basis for defining Transition Architectures. In this scenario, the geographic rollout requirement, regulatory obligations, trial continuity, solution dependencies, and implementation constraints are relevant considerations when organizing and sequencing those increments. This supports staged deployment while maintaining a controlled path toward the Target Architecture.

This use of consolidated gaps, solution classification, dependencies, work packages, and capability increments follows the Phase E approach for identifying major implementation projects and Transition Architectures. See TOGAF 9, ADM Phase E: Opportunities and Solutions and The Open Group TOGAF Architecture Development Method.

QUESTION NO: 5

Scenario

Please read this scenario prior to answering the question

Your role is that of Lead Enterprise Architect working at the headquarters of a fast food chain. The chain manages over 7500 restaurants across 33 countries. Each restaurant in the chain is an independently owned and operated franchise.

Many of the restaurants still use the first generation IT systems deployed over 10 years ago. The Chief Operating Officer (COO) 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 including providing its franchisees new support services to help them address the increasing competition from coffee shops. This 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, including healthier alternatives in the menu, and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising 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.

In planning the change, the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the COO'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 has been taken for the chain to adopt a packaged suite of integrated applications that is tailored to the needs of the franchise. Refer to the scenario

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

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

A. You propose that the focus be placed on architecture definition, with emphasis on understanding the strategic change parameters. The requirements, drivers, issues, and constraint for this engagement can then be identified. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

B. You propose that the target architecture is defined first 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.

C. You propose that the baseline Technology Architecture is defined first in order to assess the current infrastructure capacity and capability. 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.

D. You propose 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 that the proposed solution addresses the requirements identified in the initial study.

ANSWER: D

Explanation:

The correct approach is: "You propose 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 that the proposed solution addresses the requirements identified in the initial study." The organization has already completed and approved a strategic architecture study covering the whole chain, with detailed requirements and recommendations. It has also made a material solution-direction decision: adoption of an integrated packaged application suite tailored for franchise operations. These are strong inputs for defining the desired end state directly.

TOGAF permits the ADM to be tailored and iterated according to the enterprise context. A target-first approach is particularly appropriate when the future direction is sufficiently understood and when retaining detailed baseline constraints could unnecessarily reproduce legacy limitations in the new design. The target architectures across the business, data, application, and technology domains can therefore be developed to realize the agreed strategic vision, including franchise support services, improved operations, and corporate analytics. Transition planning can then perform the gap analysis, identify viable work packages and dependencies, and sequence implementation increments toward that target state. This supports both the long-term strategic outcome and the stated need for measurable financial improvement. See TOGAF ADM Guidelines and Techniques and TOGAF Architecture Vision.

QUESTION NO: 6

Scenario: Orbis Energy Systems

Orbis Energy Systems is developing a platform for monitoring distributed renewable-energy equipment. The architecture team has defined a Target Application Architecture containing an application service for secure device registration, an application component that provides the service, and interfaces needed by partner portals and field-maintenance applications.

The implementation team now needs to select a commercial identity-management product and develop adapters for the existing partner portals. A project manager has proposed that the architecture team replace the application service and application component in the Architecture Definition with the selected product and adapters.

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

A. Retain the application service and component as Architecture Building Blocks, and identify the selected product and adapters as Solution Building Blocks that realize them.

B. Replace the Architecture Building Blocks with the selected product, because all architecture components must identify an implementation product.

C. Classify the application service as a Solution Building Block and the selected identity-management product as an Architecture Building Block.

D. Remove the application component from the architecture, because adapters are implementation details that do not require architectural traceability.

ANSWER: A

Explanation:

The application service and application component are Architecture Building Blocks (ABBs): they describe required architecture capability and functionality in an implementation-independent way. The selected identity-management product and the adapters are Solution Building Blocks (SBBs): they are the implementation-specific components used to realize the ABBs.

The Architecture Definition should retain the required architecture capability, while the solution design identifies the SBBs that implement it. This separation preserves traceability between business and architecture requirements and the selected implementation. See TOGAF 9 Building Blocks.

QUESTION NO: 7

Scenario:

Please read this scenario prior to answering the Question

You have been assigned the role of Chief Enterprise Architect within a leading North American information technology services company. The company has a number of service portfolios including infrastructure, applications, business process outsourcing, accounting, and financial services.

With numerous practice areas and a multitude of diverse engagements underway at any given time, overall engagement management within the company has become challenging. The company does not want to risk its outstanding reputation or its international certifications and CMM ratings.

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of an Enterprise Architecture program based on TOGAF 9. An Architecture Board has been formed comprised of IT staff executives and executives from the major practice areas.

The Enterprise Architecture team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period. This includes a solution architecture including three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from some of the senior partners that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

Refer to the Scenario

You have been asked to recommend an approach to satisfy these concerns.

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

A. You recommend that before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should assess the readiness of the organization to undergo change. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

B. You recommend that the EA team apply an interoperability analysis to evaluate any potential issues across the Solution Architecture. This should include the development of a matrix showing the interoperability retirements. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.

C. You recommend that the EA team apply the Business Transformation Readiness Assessment technique which will allow the risks associated with the transformations to be identified and mitigated for, it will also identify improvement actions to be worked into the Implementation and Migration Plan. A Business Value Assessment should be used to determine the business value and associated risks for the transformation.

D. You recommend that the EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.

ANSWER: C

Explanation:

You recommend that the EA team apply the Business Transformation Readiness Assessment technique which will allow the risks associated with the transformations to be identified and mitigated for, it will also identify improvement actions to be worked into the Implementation and Migration Plan. A Business Value Assessment should be used to determine the business value and associated risks for the transformation.

This recommendation directly addresses both concerns raised before approval of the detailed Implementation and Migration Plan: whether the organization is capable of carrying out the proposed transformations, and whether the expected benefits justify their risks. TOGAF's Business Transformation Readiness Assessment is intended to assess an enterprise's readiness for transformation, identify readiness risks and issues, and define actions needed to improve readiness. Its results can therefore be incorporated into implementation planning, including mitigation activities, sequencing, governance, and required capability development.

The Business Value Assessment complements this by providing a structured assessment of the business value expected from the transformation, including associated risks. This gives senior stakeholders an evidence-based basis for judging whether the ambitious five-year target and its transition effort warrant investment. Using both techniques connects architecture planning to organizational change capability and measurable business outcomes, which is precisely the decision support needed at this point in the ADM. See TOGAF 9.2: Business Transformation Readiness Assessment and TOGAF 9.2: Business Value Assessment.

QUESTION NO: 8

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 change 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 Architecure Vision Phase and has started a number of iteration cycles to develop the Architecture. As a packeged 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:

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

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

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

4. 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.

ANSWER: C

Explanation:

The correct selection is: “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.” The initiative is explicitly directed toward a future just-in-time procurement capability, and the sponsor does not require preservation of the inherited environment. Therefore, the relevant artifacts describe the target architectures for this iteration.

The Business Service/Function catalog identifies the business services and functions required for the consolidated procurement capability. The Business Interaction matrix captures the relationships and interactions among the business participants involved in procurement. For the application concerns, the Application/Organization matrix maps organizational units or actors to the applications they will use. The Application Communication diagram shows how the procurement applications communicate with non-procurement applications, while the Application Interaction matrix documents application-level dependencies and interactions. Finally, the Interface catalog provides the inventory of interfaces needed to support those integrations. Together, these artifacts directly trace to each stated stakeholder concern and provide a suitable basis for selecting and integrating a packaged application. The TOGAF 9.2 Architectural Artifacts guidance is available in Chapter 31 of the TOGAF Standard; the standard overview is available from The Open Group TOGAF page.

QUESTION NO: 9

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 solutions. I would present my recommendations to the board for agreement. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.

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

C. I would do a Consolidated Gap Analysis by considering then dependencies, then group and allocate the transitions. I would then look to produce artifacts that describe the recommended projects, the risk, issues and dependencies. This would also include transition architects to move us from current architecture to the recommended target architectures. I would present my recommendations to the board for agreement. Once this is done, I would up

D. I would look at the corporate culture and attitude to change, understand the constraints such as cost and the required time horizons. I would then look at the architecture work to ensure it is complete and seek to address any gaps. I would review the functional requirements and ensure there are complete interoperability requirements. I would then validate any dependencies and risks. Then formulate an implementation and migration strategy id

ANSWER: D

Explanation:

The approach beginning “I would look at the corporate culture and attitude to change” is correct because it follows the purpose and early activities of the TOGAF Opportunities & Solutions phase. AutoComp has completed initial architecture definition work but has neither a fully agreed target nor quantified savings, so the immediate need is to validate and consolidate the architecture work before committing to specific implementation decisions. Assessing the organization’s culture, readiness for change, business constraints, cost limits, and planning horizons establishes the practical conditions within which a migration can succeed.

The approach then checks the completeness of the architecture and closes material gaps, confirms functional and interoperability requirements, and validates dependencies and risks. These activities provide the sound basis needed to

formulate an implementation and migration strategy. In TOGAF, that strategy turns the defined baseline and target architectures into a realistic set of implementation initiatives, transition states, and a roadmap that management can assess and approve. This is especially important where solution decisions remain open: recommendations should be grounded in validated architecture requirements and feasible sequencing, rather than treating implementation as already settled. The subsequent Migration Planning work can then prioritize projects and produce the detailed Implementation and Migration Plan. See TOGAF 9.2, Phase E: Opportunities & Solutions and TOGAF 9.2, Phase F: Migration Planning.

QUESTION NO: 10

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 should have been possible as a result of the merger. 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 Standard Version 9.2 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

As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities.

You need to recommend the best approach for this work.

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

A. You would review the mission statements for the company and its divisions, together with the corporate business goals and business drivers. Based on that review, you would work closely with the key stakeholders and the Architecture Board to define the architecture principles. You would ensure that they actively promote the alignment of IT with the corporate business strategies. You would then hold review meetings with the relevant stakeholders to ensure that the principles are understood and accepted.

B. You would gather information from credible industry sources in the insurance business. Based on that information, you would assess current trends and apply them to defining a set of principles that embody best practices. You would select architecture principles that do not conflict with each other and that should be stable. You would ensure that all the principles are realistic and avoid including principles that are too obvious.

C. You would analyze the mission statements for the company and each of its divisions, together with the corporate business goals. Based on that analysis, you would define a set of architecture principles and review them with the CIO. When

developing the principles you would ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company. You would then seek the endorsement of the CIO and senior management.

D. You would define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter. You would publish the principles on the corporate intranet to ensure widespread acceptance and compliance. You would then schedule regular periodic Compliance Assessments with each of the divisions to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.

ANSWER: A

Explanation:

The approach that reviews the company and division mission statements, corporate goals, and business drivers; works with key stakeholders and the Architecture Board; and then holds review meetings to obtain understanding and acceptance is the appropriate TOGAF approach. Architecture principles are enduring, enterprise-wide rules and guidelines for architecture and governance decisions. They must be grounded in the organization's actual business direction, rather than selected solely from generic industry practice or imposed as an EA departmental policy.

In this merger scenario, principles need to guide consistent decisions across formerly independent divisions while supporting strategic integration, secure handling of customer data, legal compliance, and partner-facing services. Involving the Architecture Board provides the established governance route, while engaging the relevant business and technical stakeholders makes the principles practical, understood, and acceptable to the people who must apply them. Explicitly ensuring alignment between IT and corporate business strategies is particularly important because the principles will influence the shared CRM, portal, and information-management initiatives.

TOGAF describes architecture principles as a foundation for architecture governance and emphasizes their basis in business principles, goals, and drivers. See TOGAF 9, Architecture Principles and The Open Group TOGAF Standard overview.

QUESTION NO: 11

Scenario:

Please read this scenario prior to answering the Question

You have been assigned the role of Chief Enterprise Architect within a leading North American information technology services company. The company has a number of service portfolios including infrastructure, applications, business process outsourcing, accounting, and financial services.

With numerous practice areas and a multitude of diverse engagements underway at any given time, overall engagement management within the company has become challenging. The company does not want to risk its outstanding reputation or its international certifications and CMM ratings.

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of an Enterprise Architecture prog-am based on TOGAF 9. An Architecture Board has been formed comprised of IT staff executives and executives from the major practice areas.

The Enterprise Architecture team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period. This includes a solution architecture including three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from some of the senior partners that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

Refer to the Scenario

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

A. You recommend that before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should assess the readiness of the organization to undergo change. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

B. You recommend that the EA team apply an interoperability analysis to evaluate any potential issues across the Solution Architecture. This should include the development of a matrix showing the interoperability retirements. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.

C. You recommend that the EA team apply the Business Transformation Readiness Assessment technique which will allow the risks associated with the transformations to be identified and mitigated for, it will also identify improvement actions to be worked into the Implementation and Migration Plan. A Business Value Assessment should be used to determine the business value and associated risks for the transformation.

D. You recommend that the EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.

ANSWER: C

Explanation:

The recommendation to apply the Business Transformation Readiness Assessment technique together with a Business Value Assessment directly addresses the stated need to evaluate both transformation risk and whether expected value justifies that risk before the detailed Implementation and Migration Plan is approved. In TOGAF, Business Transformation Readiness Assessment is a key Phase E, Opportunities and Solutions, technique. It evaluates the organization’s capability and willingness to undergo the required business transformation, identifying readiness risks, factors that could impede change, and actions needed to improve readiness. Those actions can then be incorporated into planning for implementation.

The Business Value Assessment complements readiness analysis by establishing and assessing the expected business value of the proposed transformation. This is especially important where stakeholders are concerned that a long-term, ambitious target state may not provide sufficient benefits relative to its exposure and investment. Used together, the assessments give decision-makers an evidence-based view of organizational change capacity, transformation risk, mitigation measures, and anticipated value. This supports informed prioritization and planning of the three transformations and provides a sound basis for the Implementation and Migration Plan. The TOGAF ADM and its Phase E guidance are available through The Open Group TOGAF 9 documentation and The Open Group TOGAF resource page.

QUESTION NO: 12

Scenario: St. Croix Consulting

Please read this scenario prior to answering the question

St. Croix Consulting started as an accounting and financial services company. It has expanded over the years and is now a leading North American IT and Business Services provider.

With numerous practice areas and a multitude of diverse engagements underway at any given time, overall engagement management has become challenging. The company does not want to risk its outstanding reputation or its international certifications and CMM ratings. Senior partners must become team players, working to support the broader needs of the company and its shareholders.

The Enterprise Architecture team has been working to create St. Croixs Enterprise Architecture framework to address these issues. The team has defined a preliminary framework and held workshops with key stakeholders to define a set of principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period.

An Architecture Review Board has been formed comprised of IT staff executives and executives from the major practice areas.

The Enterprise Architecture framework is based on TOGAF 9.

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of the Enterprise Architecture program.

Refer to the St Croix Consulting Scenario

You have been assigned to the role of Chief Enterprise Architect.

As the EA team prepares to formulate an Implementation plan, they have been asked by the CIO to assess the risks associated with the proposed architecture. He has received concerns from senior management that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

You have been asked to recommend an approach to satisfy these concerns.

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

A. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture. Once all of the concerns have been resolved, the EA team should finalize the Architecture Implementation Roadmap and the Migration Plan.

B. The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

C. Prior to preparing the Implementation plan, the EA team should create a consolidated gap analysis to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. An intero

D. Prior to preparing the Implementation plan, there are several techniques that should be applied to assess the risks and value of the proposed transformation. In particular, the EA team should pay attention to the Business Transformation Readiness Assessment and the Business Value Assessment.

ANSWER: D

Explanation:

The recommendation to apply the Business Transformation Readiness Assessment and the Business Value Assessment directly addresses the CIO's two stated concerns: transformation risk and whether anticipated benefits justify that risk. In TOGAF's Implementation and Migration Planning work, the Business Transformation Readiness Assessment evaluates whether the organization is prepared to undergo the required change. It considers factors such as vision, commitment, capacity, capability, and the readiness of stakeholders, helping identify risks that could prevent successful realization of the target architecture.

The Business Value Assessment complements this by identifying and assessing the value expected from the proposed transformation. This gives senior management a basis for deciding whether the benefits, costs, and risks form a sufficiently compelling business case. Used together before finalizing implementation planning, these assessments help determine whether the five-year vision should proceed as proposed, be phased through transition architectures, or be adjusted to improve feasibility and value delivery. This is consistent with TOGAF's emphasis on implementation planning that is business-driven, risk-aware, and tied to measurable value. See The Open Group's TOGAF 9 Implementation and Migration Planning techniques and the TOGAF Standard overview.

QUESTION NO: 13

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.

ANSWER: C

Explanation:

Maximize Benefit to the Enterprise, Business Continuity, Common-use Applications, Data is Shared, Data is Accessible, Data is Secure. is the most appropriate set because it directly governs both the intended enterprise-wide consolidation and the operational concerns raised by the plants. “Maximize Benefit to the Enterprise” ensures that architectural decisions optimize value across Rollins rather than preserving locally optimized, duplicative systems. “Common-use Applications” provides the governing direction for replacing separate MRPII and scheduling solutions with the shared ERP capability. “Data is Shared” and “Data is Accessible” establish the expectation that authorized business functions across geographically distributed plants can use consistent information needed for planning and production.

Most importantly for a centralized system supporting manufacturing operations, “Business Continuity” requires essential enterprise capabilities to remain available despite disruption, guiding resilience, recovery, redundancy, and operational-continuity design. “Data is Secure” requires protection of information from unauthorized access and inappropriate disclosure or modification. Together, these principles give the architecture team clear, balanced direction to deliver centralized benefits while designing appropriate availability, recovery, access-control, and data-protection capabilities. The TOGAF 9 example principles and their rationales are described in TOGAF 9, Architecture Principles; TOGAF also explains the role of principles in architecture governance in TOGAF 9, Architecture Governance.

QUESTION NO: 14

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 should have been possible as a result of the merger. 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 Standard Version 9.2 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

As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities.

You need to recommend the best approach for this work.

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

A. You would review the mission statements for the company and its divisions, together with the corporate business goals and business drivers. Based on that review, you would work closely with the key stakeholders and the Architecture Board to define the architecture principles. You would ensure that they actively promote the alignment of IT with the corporate business strategies. You would then hold review meetings with the relevant stakeholders, including senior management, ensuring their support.

B. You would gather information from credible industry sources in the insurance business. Based on that information, you would assess current trends and apply them to defining a set of principles that embody best practices. You would select architecture principles that do not conflict with each other and that should be stable. You would ensure that all the principles are realistic and avoid including principles that are too obvious.

C. You would analyze the mission statements for the company and each of its divisions, together with the corporate business goals. Based on that analysis, you would define a set of architecture principles and review them with the CIO. When developing the principles you would ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company. You would then seek the endorsement of the CIO and senior management.

D. You would define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter. You would publish the principles on the corporate intranet to ensure widespread acceptance and compliance. You would then schedule regular periodic
Compliance Assessments with each of the divisions to check that they have made satisfactory progress toward meeting the objectives and
conditions embodied in the principles.

ANSWER: A

Explanation:

You would review the mission statements for the company and its divisions, together with the corporate business goals and business drivers. Based on that review, you would work closely with the key stakeholders and the Architecture Board to define the architecture principles. You would ensure that they actively promote the alignment of IT with the corporate business strategies. You would then hold review meetings with the relevant stakeholders, including senior management, ensuring their support.

This approach correctly treats architecture principles as enterprise-level governance instruments rather than rules produced solely by the architecture function. TOGAF states that principles provide a foundation for architecture decision-making and must reflect business objectives, values, and drivers. Reviewing the merged company's missions, goals, and drivers ensures that the principles address the actual integration, information-sharing, customer-data protection, and regulatory needs that motivate the architecture effort.

Working jointly with key stakeholders and the cross-functional Architecture Board is especially important here. The Board has responsibility for architecture governance, while divisional and business stakeholders bring the operational context needed for principles to be practical and broadly applicable. Their participation also builds ownership across the formerly independent divisions. Finally, senior-management review and support give the principles the authority needed to guide decisions, resolve trade-offs, and drive consistent adoption. TOGAF emphasizes that principles must be understood, accepted, and supported across the enterprise to be effective. See TOGAF 9.2, Architecture Principles and TOGAF 9.2, Architecture Governance.