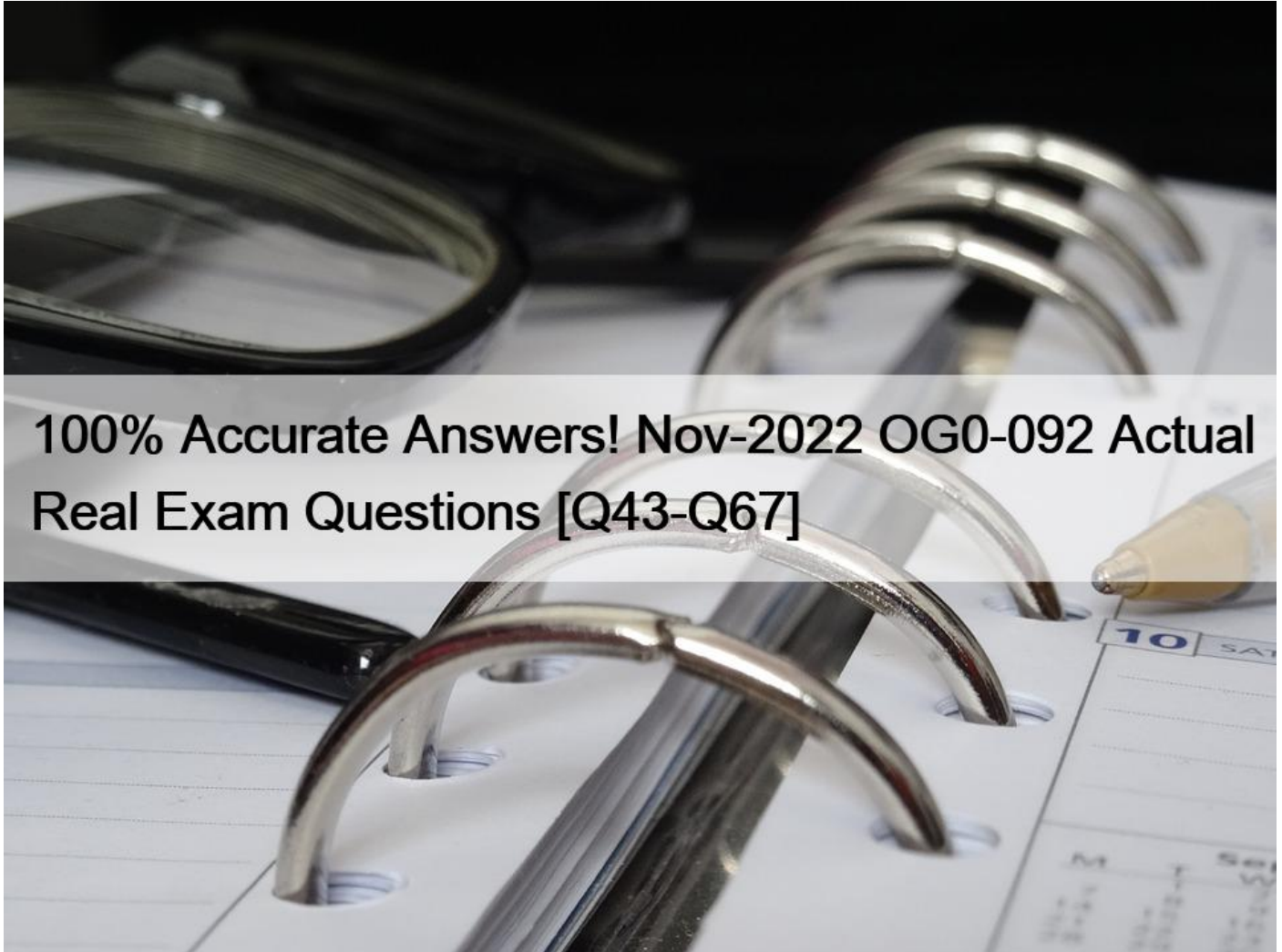


100% Accurate Answers! Nov-2022 OG0-092 Actual Real Exam Questions [Q43-Q67]



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Unit 16: Stage E ? Opportunities & Solutions The candidates should demonstrate that they are proficient in: - explaining how Transition Architectures are created and documented;- explaining the impact of security architecture at this stage.- explaining how to define and group work packages;- explaining how migration planning methods are utilized within this phase to review and consolidate the gap analysis results from earlier phases;

Unit 5: Architecture Content Framework The applicants should be conversant with: - describing the link between the TOGAF ADM and the Architecture Content Framework.- describing the major components of the Content Metamodel;- explaining the function of the Architecture Content Framework; **NEW QUESTION 43**

Scenario: Glacier Ridge LLC

Please read this scenario prior to answering the question

Glacier Ridge LLC is a vacation property management firm that is growing through acquisition. It manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed on each property is that they use a standard financial reporting system to report their financials to the headquarters on a weekly basis. The CEO has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the Glacier Ridge property business by standardizing its operations across the network to provide consolidated financial, human resources, logistics, sales and marketing, and yield management. He has also stated that he expects results by the end of the current fiscal year. These changes will provide the company with improved utilization of its capacity and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising into key markets to improve yields. Glacier Ridge has mature enterprise architecture (EA) practice and uses TOGAF 9 as the method and guiding framework.

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

Based on the recommendations from the initial engagement, Glacier Ridge has embraced an Architecture Vision to adopt an enterprise application that is tailored to the needs of the hospitality industry.

Refer to the Glacier Ridge scenario

Your role is that of Chief Architect. You have been asked to recommend the best approach to take in this architecture engagement to realize the CEO's vision. Based on TOGAF 9, which of the following is the best answer?

- * Since the initial engagement has identified the need to change, you recommend that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.
- * Since the vision is well understood and the strategic architecture agreed, you recommend that the target architecture is defined first, followed by transition planning. This will ensure that the current inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial architecture engagement.
- * You recommend that this engagement define the Technology Architecture 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.
- * You recommend 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 help forecast future impacts.

NEW QUESTION 44

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?

- * 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.
- * 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.

* 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 update the architectures reflecting any changes resulting from the board discussion.

* 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 identifies major work packages and the transition architecture required. Finally, once agreement is reached with the board I will create project charters and re-factor any changes needed from the board discussion into the architecture.

NEW QUESTION 45

Scenario: Armstrong Defense Industries

Please read this scenario prior to answering the question

Armstrong Defense Industries is the prime contractor for the Dreadnought Unmanned Aircraft System program.

Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. Armstrong Defense is moving aggressively to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.

To achieve this goal, Armstrong Defense needs to define Baseline and Target Architectures. These architectures must address key stakeholders concerns such as:

1. What groups of people should be involved in procurement-related business processes?
2. What current applications do those groups use?
3. Which procurement-related business processes are supported by zero, one, or many existing applications?
4. What are the overall lifetimes of the Request for Proposal and Purchase Order business objects?
5. What non-procurement applications will need to be integrated with any new procurement applications?

6. What data will need to be shared?

At present, there are no particularly useful architectural assets related to this initiative. All assets need to be acquired and customized or created from scratch. The company prefers to implement existing package applications from systems vendors with little customization.

The architecture development project has just completed its Architecture Context iteration cycle and is about to begin the Architecture Definition iteration cycle.

Armstrong Defense is using TOGAF for its internal Enterprise Architecture activities. It uses an iterative approach for executing Architecture Development Method (ADM) projects.

Refer to the Armstrong Defense Industries Scenario

You are serving as the Lead Architect.

You have been asked to identify the most appropriate architecture viewpoints for this situation.

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

* In the early iterations of the Architecture Definition:

* Describe the Baseline Business Architecture with a Baseline Business Process catalog

* Describe the Baseline Application Architecture with a Technology Portfolio catalog

* Describe the Baseline Data Architecture with a Data diagram

In the later iterations of the Architecture Definition:

* Describe the Target Business Architecture with an Actor/Process/Data catalog

* Describe the Target Application Architecture with a System/Technology matrix

* Describe the Target Data Architecture with a Data Dissemination diagram

* In the early iterations of the Architecture Definition:

* Describe the Target Business Architecture with a Business Service/Function catalog and a Business Interaction matrix

* Describe the key business objects with Product Lifecycle diagrams

* Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix

* Describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matrix In the later iterations of the Architecture Definition:

* Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix

* Describe the Baseline Application Architecture with a System/Organization matrix and a System/Function matrix

* Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

- * In the early iterations of the Architecture Definition:
- * Describe the Target Business Architecture with a Business Service/Function catalog and an Organization/ Actor catalog
- * Describe the key business objects with Data Lifecycle diagrams
- * Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix
- * Describe the Target Data Architecture with a System/Data matrix

In the later iterations of the Architecture Definition:

- * Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix
- * Describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix
- * Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

* In the early iterations of the Architecture Definition:

- * Describe the Baseline Business Architecture with an Organization/Actor catalog
 - * Describe the Baseline Application Architecture with a System/Function matrix
 - * Describe the Baseline Data Architecture using a Data Entity/Data Component catalog
- In the later iterations of the Architecture Definition:

- * Describe the Target Business Architecture with an Organization/Actor catalog
- * Describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix
- * Describe the Target Data Architecture with a System/Data matrix

NEW QUESTION 46

* Based on all of these factors they have produced a risk assessment. They have also completed the Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables.

Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.

Refer to the Scenario

You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

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

- * You recommend that the enterprise architects apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. They should confirm the Transition Architecture phases using an Architecture Definition Increments Table to list time projects. They should then document the lessons learned and generate the final Implementation and Migration Plan.
- * You recommend that the enterprise architects conduct a series of Compliance Assessments to ensure that the architecture is being

implemented according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.

- * You recommend that the enterprise architects assess how the plan impacts the other frameworks in use in the organization. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. They should then assign a business value to each project, taking into account available resources and priorities for the projects. Finally, they should generate the Implementation and Migration Plan.
- * You recommend that the enterprise architects place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. They should then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.

NEW QUESTION 47

Scenario: Global Mobile 1

Please read this scenario prior to answering the question

Global 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 findings about customer satisfaction. The customers appear to be switching to Air Light, a competitor, because of superior customer service. Global Mobile actually has better coverage in nearly all markets than Air Light, and good roaming agreements that keep rates low for business travelers. 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. Global Mobile 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 Corporate Board has placed one additional major constraint on the program. In addition to achieving the business outcomes directly related to improving overall customer service within each business unit, the Corporate Board expects the Target Architecture to produce an additional saving of at least 30% over current operating costs through energy efficiency initiatives, virtualization of servers and workstations, and expanded telecommuting and desk-sharing. This Green initiative is intended to become a model for future investments at all company facilities worldwide.

Refer to Global Mobile scenario

You have been engaged as a consultant to advise the Chief Architect on the best ways to approach to the implementation planning activities for this significant business transformation.

Based on TOGAF 9, which of the following is the best answer? (Is this the right answers to choose?)

- * You recommend using conventional implementation planning techniques. The horizontal scope of the Green initiative would make the Capability-Based Planning approach used in the organization's TOGAF-based Enterprise Architecture framework difficult to manage and govern. This approach to planning was better applied within the vertical scope of a business unit.
- * You recommend that the implementation planning activities be conducted using Capability-Based Planning. This is appropriate because the Green initiative is an enterprise-wide plan with a horizontal scope. Its metrics are aggregated at the enterprise level. It is crucial to gain business unit support and cooperation to achieve the broader business outcomes which will benefit all.
- * The Capability-Based Planning approach used in the organization's TOGAF-based Enterprise Architecture framework is focused on business outcomes. The Green initiative is an infrastructure program that is technical in nature; therefore, it would not be appropriate to use the Capability-Based Planning approach. Instead, the Global Mobile systems development lifecycle approach should be utilized to develop the Solution Architecture.
- * You recommend using conventional implementation planning techniques. The Capability-Based Planning approach is normally only used in public sector, defense-related programs. This approach is not appropriate for a private sector company.

NEW QUESTION 48

Scenario: Glacier Ridge LLC

Please read this scenario prior to answering the question

Glacier Ridge LLC is a vacation property management firm that is growing through acquisition. It manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed on each property is that they use a standard financial reporting system to report their financials to the headquarters on a weekly basis. The CEO has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the Glacier Ridge property business by standardizing its operations across the network to provide consolidated financial, human resources, logistics, sales and marketing, and yield management. He has also stated that he expects results by the end of the current fiscal year. These changes will provide the company with improved utilization of its capacity and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising into key markets to improve yields. Glacier Ridge has mature enterprise architecture (EA) practice and uses TOGAF 9 as the method and guiding framework.

The CIO is the sponsor of the activity. In planning this change, the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify

the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire firm, including detailed requirements and recommendations.

Based on the recommendations from the initial engagement, Glacier Ridge has embraced an Architecture Vision to adopt an enterprise application that is tailored to the needs of the hospitality industry.

Refer to the Glacier Ridge scenario

Your role is that of Chief Architect. You have been asked to recommend the best approach to take in this architecture engagement to realize the CEO's vision. Based on TOGAF 9, which of the following is the best answer?

* Since the initial engagement has identified the need to change, you recommend that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

* Since the vision is well understood and the strategic architecture agreed, you recommend that the target architecture is defined first, followed by transition planning. This will ensure that the current inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial architecture engagement.

* You recommend that this engagement define the Technology Architecture 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.

* You recommend 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 help forecast future impacts.

NEW QUESTION 49

Scenario: Sollace Manufacturing

Please read this scenario prior to answering the question

Sollace Manufacturing is a major supplier in the automotive industry, headquartered In Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart, Yokohama, and Seoul. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

Sollace Manufacturing is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff. The Sollace Manufacturing Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9. At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation. The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their planning and production scheduling from a central system located in Cleveland. The Chief Engineer wants to know how these concerns can be addressed.

Refer to the Sollace Manufacturing Scenario

You are serving as the Lead Enterprise Architect for the Common ERP Deployment architecture project. One of the earliest initiatives in the Enterprise Architecture program at Sollace Manufacturing was the definition of a set of IT principles and architecture principles that are well aligned with the overall enterprise principles. These now need to be updated to address the concerns raised.

You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution. [Note: You should assume that Sollace Manufacturing has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.] Based on TOGAF 9, which of the following is the best answer?

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

NEW QUESTION 50

Patterns & Co. is introducing a Commercial Off-the-Shelf (COTS) Market Analytics solution in order to improve its new delivery service.

Patterns & Co. has a mature enterprise architecture capability and the CIO is the sponsor of the enterprise architecture team. The business vision and requirements for the new system are defined. It includes a detailed business process analysis. The supplier has proposed a solution but the Architecture Board identified some of the project requirements not consistent with the adopted infrastructure standards. The CIO considered the risks and approved the implementation.

The CIO has asked the EA team to execute the Phase G ensuring that the system performance KPIs are respected, the project remains within budget and security guidelines are met.

Refer to the scenario above

As Lead Enterprise Architect you have to recommend a plan to implement the CIO decision. Choose the best answer according to TOGAF 9.

Choose one of the following answers

* You ask the supplier to modify the web server hardware and software components so they can meet the current infrastructure standards. You advise to execute a proof of concept to anticipate any coding issue.

Then, after the agreement with the development leads for supporting the development, you will provide the project plan to the project manager and develop an Architecture Contract. A set of frequent operational reviews to monitor the solution's performance is then scheduled after the implementation is completed.

* You recommend the co-existence of a second web server standard and modify the company Standards Information Base adding this new technology. You ask the project architects to create an Architecture Contract with the development teams. You identify the need of a performance testing and a compliance review. You agree with the business on SLA and delivery dates. You identify re-usable procedures and objects.

* You eliminate the non-standard web server from the solution as recommended by the Architecture Board.

You create a revised plan and Architecture Contract for the development stressing the re-use of standard technologies. You share the budget implication of this solution with a finance committee and inform the CIO of the long term cost benefits of this choice. You define periodical project management meetings to monitor compliance.

* You execute a risk analysis and set deliverables and timing requirements with the development team. You implement a detailed impact analysis of the chosen solution. You create an Architecture Contract and ask for the CIO's approval before implementing it. You test the solution just prior to implementation and deliver the project artifacts and store after the completion of the implementation.

NEW QUESTION 51

Scenario: Raxlon Inc.

Case Study Title (Case Study):

Raxlon Inc. is a Fortune 500 Company dealing in high value drugs and pharma products. Its annual turnover is over 120 billion \$. It has more than 100,000 employees all over the globe in its R&D, Manufacturing and Marketing Units.

Raxlon's CEO, Dr Peter Fowles, is a pharmacology expert and has over 72 patents on various types of drugs mainly used for treating patients with genetic disorders. Raxlon is now moving into a suite of high end critical drug products used for Genetic Repair of congenital Diseases like Alzheimer's disease and Epilepsy. Raxlon has a well developed EA practice and in 2009 the EA practice has adopted TOGAF 9 as the primary Framework for Enterprise Architectural Change Agent.

Dr Fowles's main concerns are:

Security of the critical data which they have gained over the years after painstaking research. Although Raxlon had an adequate security system Dr Fowles feels it may not be adequate to deal with the new order of things, especially with data which is highly confidential and if leaked would have major financial impact on the Company.

Dr Fowles calls his CIO and explains his position to him and entrusts him with the responsibility of evaluating the current security system, operation and governance and determine which are the gaps which need to be addressed during the fresh architectural work. Assume that a new Security Framework would be used in the ADM life cycle. To protect Raxlon's valuable IP.

The CIO apprises the Lead Architect of the sensitive nature of the work he has to complete within the next 2 months.

Identify which of the following processes would be most appropriate for the Lead Architect to adopt in this situation.

- * Identify the sources of threat, review the relevant security statutes, see how disaster recovery can be achieved, find who are the actors vis vis the system and design suitable access control mechanisms, identify critical data and applications and ensure that they are given the highest level of security
- * First revisit the Preliminary Phase to determine the tailoring of ADM vis a vis Security. Identify any change in the Principles or additions to be carried out. Engage with all Stakeholders to finalize the Vision. Then in Business, Information systems and Technology Architectures ensure the Security Frame work adopted to the ADM addresses all critical security issues. Finally conduct an overall review to assess how effective the security ecosystem designed is and whether it meets the security level desired
- * Invoke Preliminary Phase and Vision Phase Identify Sources of threat, review and determine revised regulatory, security and assumptions, document them get management buy in , develop business continuity plans especially for critical data operations, assure data, application and technological component security.
- * Determine who are the people who are hacking into similar organizations, ensure that highly secure measures are taken when external people enter the R&D and manufacturing locations, ensure that there is a very strong firewall so that people cannot get illicit entry into the system, periodically check the effectiveness of the security measures

NEW QUESTION 52

- * Based on all of these factors they have produced a risk

assessment. They have also completed the Implementation and Migration Plan v0.1, the draft Architecture

Roadmap, and the Capability Assessment deliverables.

Because of the risks posed by the complexity of the current environment, it has been determined that a phased

approach is needed to implement the target architectures. The overall implementation process is estimated to

take several years.

Refer to the Scenario

You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

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

- * You recommend that the enterprise architects apply the Business Value Assessment Technique to prioritize

the implementation projects and project increments. The assessment should focus on return on investment

and performance evaluation criteria that can be used to monitor the progress of the architecture

transformation. They should confirm the Transition Architecture phases using an Architecture Definition

Increments Table to list tine projects. They should then document the lessons learned and generate the

final Implementation and Migration Plan.

- * You recommend that the enterprise architects conduct a series of Compliance Assessments to ensure that

the architecture is being implemented according to the contract. The Compliance Assessment should verify

that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.

* You recommend that the enterprise architects assess how the plan impacts the other frameworks in use in the organization. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. They should then assign a business value to each project, taking into account available resources and priorities for the projects. Finally, they should generate the Implementation and Migration Plan.

* You recommend that the enterprise architects place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. They should then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.

NEW QUESTION 53

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?

* 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.

* 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.

* 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 update the architectures reflecting any changes resulting from the board discussion.

* 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 identifies major work packages and the transition architecture

required. Finally, once agreement is reached with the board I will create project charters and re-factor any

changes needed from the board discussion into the architecture.

NEW QUESTION 54

Scenario

Please read this scenario prior to answering the question

You have been appointed as a consultant to the Chief Enterprise Architect of a multinational pharmaceutical corporation. The corporation includes 30 subsidiary companies with operations in over 60 countries and products sold in over 125 countries. It has major research and development sites in over 45 locations worldwide.

The management team is deeply committed to ensuring that the corporation is a world leader in socially responsible pharmaceutical development with a business strategy that focuses on profitability through environmentally friendly operating processes as well as a commitment to disease eradication.

The operations of the corporation are subject to legal and regulatory requirements for each country where they operate. The production of prescription pharmaceutical products has 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 clinical trial for a new regulated drug.

The Governing Board is concerned about the risks posed in this complex global environment. As a result the Chief Executive Officer (CEO) has appointed a Chief Compliance Officer (CCO) to be responsible for overseeing and managing compliance issues for the corporation. The CCO reports directly to the CEO.

The CCO has approved the expenditure of resources to establish an Enterprise Architecture program. He has requested to be informed about the status of projects that could impact regulatory compliance. He also wants the corporate legal staff and auditors to analyze all proposed architectures to ensure that they are within the legal guidelines for each country. In addition, the research organization should be able to see that the architecture is appropriate for its needs.

TOGAF 9 has been mandated as the framework for the development and evolution of the Enterprise Architecture practice. The Preliminary Phase has been completed to establish the enterprise architecture capability for this project.

Refer to the Scenario

You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Chief Compliance Officer, legal staff, auditors and the research organization.

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

- * You recommend that a stakeholder map be developed. This will allow the architects to define groups of stakeholders that share common concerns. A set of views should be defined to address the concerns for each group of stakeholders. Architecture models should then be created for each view to address the stakeholders' concerns.
- * You recommend that each project architecture activity is developed using a consistent modeling approach that is uniform across all architecture projects. Each architecture should be defined based on this fixed set of models so that all concerned parties can examine the models to ensure that their issues and concerns have been addressed.
- * You recommend that a special report be created for those groups that have sufficient power and level of interest. This report should summarize the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders' requirements.
- * You recommend that a set of models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulations. Stakeholders should then view the models to verify that their concerns have been properly addressed.

NEW QUESTION 55

Scenario: AGEX Inc.

Please read this scenario prior to answering the question

AGEX is a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

Each new business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information.

The inability to share information across businesses has resulted in lost opportunities to leverage the synergies that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.

As a result, AGEX has begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of business. The Corporate Board is concerned that the new ERP system must be able

to manage and safeguard customer information in a manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services offered to clients and trading partners.

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture.

After reviewing the available alternatives, and based on recommendations from the ERP vendor, AGEX has selected TOGAF 9 as the basis for its Enterprise Architecture program.

The CIO has endorsed this choice with the full support of top management.

Refer to the AGEX Inc. Scenario

You are serving as the Chief Architect.

You have been asked to recommend the approach to take in the Preliminary Phase to ensure that the Corporate Board's concern is addressed.

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

* You evaluate the implications of the Board's concern in terms of regulatory and security policy requirements. You then update the AGEX security policy to reflect the concern, ensuring that this policy is communicated across the organization.

You allocate a security architecture team to ensure that security considerations are included in ongoing architecture planning. You then assess the security implications and agreements within the AGEX businesses and their suppliers.

* You evaluate the implications of the Board's concern 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 Board's concern.

You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed.

* You start by clarifying the intent that the Board has for raising this concern. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objectives.

You propose that a security architect or security architecture team be allocated to develop comprehensive security architecture.

* You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objectives. Based on your understanding, you then update the current AGEX security policy to include an emphasis on the Board's concern.

In addition, you allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

NEW QUESTION 56

Scenario: AGEX Inc.

Please read this scenario prior to answering the question

AGEX is a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

Each new business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to leverage the synergies that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.

As a result, AGEX has begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of business. The Corporate Board is concerned that the new ERP system must be able to manage and safeguard customer information in a manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services offered to clients and trading partners.

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture.

After reviewing the available alternatives, and based on recommendations from the ERP vendor, AGEX has selected TOGAF 9 as the basis for its Enterprise Architecture program.

The CIO has endorsed this choice with the full support of top management.

Refer to the AGEX Inc. Scenario

You are serving as the Chief Architect.

You have been asked to recommend the approach to take in the Preliminary Phase to ensure that the Corporate Board's concern is addressed.

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

* You evaluate the implications of the Board's concern in terms of regulatory and security policy requirements. You then update the AGEX security policy to reflect the concern, ensuring that this policy is communicated across the organization.

You allocate a security architecture team to ensure that security considerations are included in ongoing architecture planning. You then assess the security implications and agreements within the AGEX businesses and their suppliers.

* You evaluate the implications of the Board's concern 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 Board's concern.

You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed.

* You start by clarifying the intent that the Board has for raising this concern. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objectives.

You propose that a security architect or security architecture team be allocated to develop comprehensive security architecture.

* You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objectives. Based on your understanding, you then update the current AGEX security policy to include an emphasis on the Board's concern.

In addition, you allocate a security architect to ensure that security considerations are included in the architecture planning for all

domains.

NEW QUESTION 57

ARTI Dimensioning is a multinational that operates production facilities in 29 countries and sells its products in over 120 countries.

A consultancy firm has recommended a realignment that will enhance sharing of product information across business units. The implementation of this strategic realignment will require the development of integrated customer information systems and product information systems.

ARTI has a mature enterprise architecture practice and uses TOGAF 9 for the basis of the ARTI Architecture Framework (method and deliverables). The CIO is sponsoring an architecture development program that is going to start. The CIO is concerned about a potential disruptive result to the business of this activity and before proceeding with the architecture development he asked to evaluate the impacts on the company business.

Refer to the scenario above

You are the Lead Architect and you have been asked to recommend an approach to address the concerns raised. Based on TOGAF 9 recommend which of the following is the best answer.

Choose one of the following answers.

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

NEW QUESTION 58

UTrack Transports is a strong UK logistics company. The head of the strategic marketing division engaged the Principal Architect issuing a Request for architectural work to design an enhancement of the current Enterprise Data Warehouse system. An enhancement is needed to support the change in the business model; UTrack wants to leverage on customer data collected during business as usual activities and anonymize them to offer marketing agencies a fresh and accessible source of analytics data, this will increase the company revenues.

TOGAF 9 is the architectural framework in use.

Refer to the scenario above The Principal Architect has decided to ask you as Business Intelligence Subject Matter Expert to design the Data Architecture. The Chief Architect shared with you the Architecture Definition Document including the Business Architecture design. You now need to choose the artifacts you want to produce as part of the Data Architecture design. Identify the best answer accordingly to the TOGAF 9.

Choose one of the following answers

- * You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the

data components where data entities are stored. You then classify what the data source are and the relationship with the data entities via a System/Data Matrix. You finally identify common data requirements using a Data Lifecycle Diagram.

* You first list the data used across the enterprise using a Data Entity/Data Component Matrix, including data entities and also the data components where data entities are stored. You then classify what the data source are and the relationship with the data entities via a Role/System Catalog. You finally identify common data requirements using a Data Use Case Diagram.

* You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are stored. You then classify what the data source are and the relationship with the data entities via a System/Data Matrix.

* You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are stored. You then assign ownership of data entities to the organization via a System/Data Matrix.

NEW QUESTION 59

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for the enterprise architecture team at a large multinational company. The company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. At present, the current procurement processes have been distributed across autonomous business units, and are not well understood.

Several procurement processes have had problems related to the timing of purchases, which has led to excess inventory. As a result of this, the Vice President in charge of Supply Chain Management has made the decision to consolidate and reduce redundant procurement processes and systems.

TOGAF 9 Is used for internal Enterprise Architecture activities. This project is using an iterative approach for executing Architecture Development Method (ADM). The CIO is the project sponsor and has approved the Request for Architecture Work. After an initial Architecture Capability iteration, the architecture development project has completed Phase A, and has started a number of Architecture Development iteration cycles. The first iteration will include the Business, Application, and Data Architectures. Key stakeholder concerns that should be addressed by these architectures include:

1. What groups of people are involved in the supply chain management-related business processes?
2. What non-supply chain management applications are integrated with the supply chain management applications?
3. What data is shared?

Refer to the Scenario

[Note: You may need to refer to Chapter 35 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 Architecture development.

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

* You would describe the Baseline Business Architecture with an Organization/Actor catalog, a Business Service/Function catalog, and Data Lifecycle diagrams. You would describe the Baseline Application Architecture with an Application Interaction matrix and Application Communication diagrams. You would describe the Baseline Data Architecture with a Data Entity/Data Component catalog.

* You would describe the Baseline Business Architecture with a Business Service/Function catalog, and a Business Interaction matrix. You would describe the Baseline Application Architecture with Application Communication diagrams and an Application

Interaction matrix. You would describe the Baseline Data Architecture with a Data Entity/Business Function matrix and an Application/Data matrix.

* 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 Application Architecture with an Application/Function matrix. You would describe the Baseline Data Architecture using a Data Entity/Data catalog.

* You would describe the Target Business Architecture with a Value Chain diagram, and a Baseline Business Process catalog. You would describe the Target Application Architecture with an Environments and Locations diagram. You would describe the Target Data Architecture with a Data diagram.

NEW QUESTION 60

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

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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.]

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

NEW QUESTION 61

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.

* (i) System/Functions Matrix

(ii) Actor/Role Matrix

(iii) Data Entity/Business Function Matrix

(iv) Technology Portfolio Catalog

(v) Data Security Diagram

* (i) Goal/Objective/Service Diagram

(ii) Contract Measure Catalog

(iii) Data Dissemination Diagram

(iv) Application Communication Diagram

(v) Data Life Cycle Diagram

* (i) Location Catalog

(ii) Service/Function Catalog

(iii) Data Entity/Business Function Matrix

(iv) Application Communication Diagram

* (i) System/Functions Catalog

(ii) System/Technology Matrix

(iii) Goal/Objective/Service Diagram

(iv) Product Life Cycle Diagram

(v) Data Security Diagram

NEW QUESTION 62

Scenario: Sollace Manufacturing

Please read this scenario prior to answering the question

Sollace Manufacturing is a major supplier in the automotive industry, headquartered In Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart, Yokohama, and Seoul. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

Sollace Manufacturing is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction

in process waste could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff. The Sollace Manufacturing Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9. At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation. The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their planning and production scheduling from a central system located in Cleveland. The Chief Engineer wants to know how these concerns can be addressed.

Refer to the Sollace Manufacturing Scenario

You are serving as the Lead Enterprise Architect for the Common ERP Deployment architecture project. One of the earliest initiatives in the Enterprise Architecture program at Sollace Manufacturing was the definition of a set of IT principles and architecture principles that are well aligned with the overall enterprise principles.

These now need to be updated to address the concerns raised.

You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution. [Note: You should assume that Sollace Manufacturing has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.] Based on TOGAF 9, which of the following is the best answer?

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

NEW QUESTION 63

FreshFruit Int. is an online American grocer. The Executive Board decided to implement a new strategy to expand the business to other markets.

The CIO is sponsoring an enterprise activity to support the expanded operations.

A new solution is rolled-out to replace the legacy online sales platform. A compliance review was performed to assess the solution implementation.

The result of the review highlighted a complaint from the development team stating that the new system is difficult to integrate with the existing warehouse automation systems. The Chief Architect is concerned that the complaint is not related to a real problem of the solution but is based on personal preferences of the development teams. Another interview with the project team is scheduled.

Refer to the scenario above You are the Lead Architect and an architect from your team leads the review team. You have to answer how, based on TOGAF 9, you should enable the review team to conduct the reviews successfully.

Choose one of the following answers

- * Meeting with the project architect you clarify the purpose of the review. You ask to perform an objective and fair review using the

checklists to frame the review and clarify that you want them to identify the issues behind the implementation team complaints.

* You organize a meeting with the review team and state the importance to identify any non-compliance that may have come from the implemented solution.

* You organize a meeting with the review team and stress the importance of a high degree of compliance without any exception.

The review should cover every aspect of the implementation and should criticize the implementation techniques.

* You verify that criteria for the program and the business objectives are mapped in the checklists that the project team prepared for the interviews. You confirm the checklist content to the project architect and stress the need to be objective and fair during the review process.

NEW QUESTION 64

Patterns & Co. is introducing a Commercial Off-the-Shelf (COTS) Market Analytics solution in order to improve its new delivery service.

Patterns & Co. has a mature enterprise architecture capability and the CIO is the sponsor of the enterprise architecture team. The business vision and requirements for the new system are defined. It includes a detailed business process analysis. The supplier has proposed a solution but the Architecture Board identified some of the project requirements not consistent with the adopted infrastructure standards. The CIO considered the risks and approved the implementation.

The CIO has asked the EA team to execute the Phase G ensuring that the system performance KPIs are respected, the project remains within budget and security guidelines are met.

Refer to the scenario above As Lead Enterprise Architect you have to recommend a plan to implement the CIO decision. Choose the best answer according to TOGAF 9.

Choose one of the following answers

* You ask the supplier to modify the web server hardware and software components so they can meet the current infrastructure standards. You advise to execute a proof of concept to anticipate any coding issue. Then, after the agreement with the development leads for supporting the development, you will provide the project plan to the project manager and develop an Architecture Contract. A set of frequent operational reviews to monitor the solution's performance is then scheduled after the implementation is completed.

* You recommend the co-existence of a second web server standard and modify the company Standards Information Base adding this new technology. You ask the project architects to create an Architecture Contract with the development teams. You identify the need of a performance testing and a compliance review. You agree with the business on SLA and delivery dates. You identify re-usable procedures and objects.

* You eliminate the non-standard web server from the solution as recommended by the Architecture Board. You create a revised plan and Architecture Contract for the development stressing the re-use of standard technologies. You share the budget implication of this solution with a finance committee and inform the CIO of the long term cost benefits of this choice. You define periodical project management meetings to monitor compliance.

* You execute a risk analysis and set deliverables and timing requirements with the development team.

You implement a detailed impact analysis of the chosen solution. You create an Architecture Contract and ask for the CIO's approval before implementing it. You test the solution just prior to implementation and deliver the project artifacts and store after the completion of the implementation.

NEW QUESTION 65

TotalComms is a telecommunications company formed from the merging of other 2 telecommunication companies. The business operating model has been unified, the TOGAF 9 Architecture Board approved the outline Implementation and Migration Plan the detailed migration planning must now be approved. Your help is needed to work on the migration planning with all the key

stakeholders to achieve an agreement.

Refer to the scenario above

You are the Lead Architect asked to describe accordingly to TOGAF 9 the best way to address the following activities:

The way the migration planning is conducted.

What is going to be implemented.

The stakeholders involved in the implementation.

The definition of the deliverables to use

Choose one of the following answers

- * The Chief Architect will conduct the Migration planning and then share it with the other domain architects. The migration plan will be formed by a list of projects, their priority, their costs and a recommendation on how to proceed. After the plan is shared with the Architectural Board members and any observation that may raise incorporated in the plan, any individual project will go in front of the board for the approval for resources for the next project increment. A GANT chart will be included to be used as a roadmap.
- * The Migration planning will be conducted as a series of steps: confirming and then coordinating the corporate management frameworks involved; establishing clear business value for the deliverables; creating detailed resource estimates for the work to do; define priority of the work, sequence and then the Transition Architectures. After this, an Implementation and Migration Plan can be confirmed. The Portfolio Management, Operations Management and Business Planning teams should be involved in the implementation of the major deliverables. Once these have been completed, regular meetings will be done to enable the architecture to be kept up-to-date.
- * Implementation and Migration Strategy will be used to define project plans focusing on scope, time and budget. The business value of each project is assessed and Project Managers will prepare submissions to the IT governance Board to ask for their funding and the Lead Architect will be active part of the board.

The collection of project roadmaps and plans will be used to detail the EA Implementation and Migration Plan.

- * This step will be conducted by the Enterprise Architecture team involving Business, Application, Data, Technology, and Security architects. They will implement the Transition Architectures and together will prioritize a list of activities and include the Architecture Building Blocks in an Implementation and Migration Plan and Roadmap. After this, the comments on the deliverables shared with lines of business and the members of the Executive Board are integrated, this to enable the funding on the Enterprise Architecture work.

NEW QUESTION 66

Patterns & Co. is introducing a Commercial Off-the-Shelf (COTS) Market Analytics solution in order to improve its new delivery service.

Patterns & Co. has a mature enterprise architecture capability and the CIO is the sponsor of the enterprise architecture team. The business vision and requirements for the new system are defined. It includes a detailed business process analysis. The supplier has proposed a solution but the Architecture Board identified some of the project requirements not consistent with the adopted infrastructure standards. The CIO considered the risks and approved the implementation.

The CIO has asked the EA team to execute the Phase G ensuring that the system performance KPIs are respected, the project remains within budget and security guidelines are met.

Refer to the scenario above As Lead Enterprise Architect you have to recommend a plan to implement the CIO decision. Choose the

best answer according to TOGAF 9.

Choose one of the following answers

- * You ask the supplier to modify the web server hardware and software components so they can meet the current infrastructure standards. You advise to execute a proof of concept to anticipate any coding issue. Then, after the agreement with the development leads for supporting the development, you will provide the project plan to the project manager and develop an Architecture Contract. A set of frequent operational reviews to monitor the solution's performance is then scheduled after the implementation is completed.
- * You recommend the co-existence of a second web server standard and modify the company Standards Information Base adding this new technology. You ask the project architects to create an Architecture Contract with the development teams. You identify the need of a performance testing and a compliance review. You agree with the business on SLA and delivery dates. You identify re-usable procedures and objects.
- * You eliminate the non-standard web server from the solution as recommended by the Architecture Board. You create a revised plan and Architecture Contract for the development stressing the re-use of standard technologies. You share the budget implication of this solution with a finance committee and inform the CIO of the long term cost benefits of this choice. You define periodical project management meetings to monitor compliance.
- * You execute a risk analysis and set deliverables and timing requirements with the development team. You implement a detailed impact analysis of the chosen solution. You create an Architecture Contract and ask for the CIO's approval before implementing it. You test the solution just prior to implementation and deliver the project artifacts and store after the completion of the implementation.

NEW QUESTION 67

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 Just-in-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?

- * 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.
- * 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.

- * 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.

- * 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.

Explanation/Reference:

Who Should Take Open Group OG0-092 Exam?

The Open Group Architecture Framework (TOGAF) is a method mostly used by firms in planning and designing their IT architecture. TOGAF specialists communicate with the heads of different departments, brainstorm, and work together to come up with an IT strategy that is both efficient and beneficial to the company. The audience for this exam is formed by individuals who want to know how to use the TOGAF 9 framework. Also, it is addressed to specialists who work in organizations that are already using TOGAF 9 features and want to learn how to participate in related initiatives and architectures. Besides, architects who want to take over responsibilities related to architecture artifacts are also welcome to take this exam. Another category is formed by architects who want to introduce TOGAF 9 architecture in the enterprise they are working for.

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