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Question 1

Question Type: MultipleChoice

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 is 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?

Options:

- 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 clinical trial schedules. Finally, you would regroup the packages into a set of Capability increments scheduled into a series of Transition Architectures.
- 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 schedule for clinical trials.
- 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 progression of the Enterprise Architecture using a state evolution table.
- 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 Architectures. Finally, you would schedule a sequential roll out of the work packages across the geographic regions.

Answer:

D

Question 2

Question Type: MultipleChoice

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?

Options:

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

Question 3

Question Type: MultipleChoice

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?

Options:

- A-** You would describe the Baseline Business Architecture with a Business Service/function catalog, an Organization/Actor catalog, and a Data Entity/Business Function matrix. You would describe the Baseline Data Architecture using a Data Entity/Data Component catalog. You would describe the Baseline Application Architecture with an Application/Function matrix.
- B-** In the next iteration of Architecture development, you would describe the Target Business Architecture with an Organization/Actor catalog, a Business Service/Function catalog, and Data Lifecycle diagrams. You would describe the Target Application Architecture with a Data Entity/Data Component catalog. You would describe the Target Application Architecture with an Application Interaction matrix and Application Communication diagrams.
- C-** You would describe the Target Business Architecture with a Business Service/Function catalog, and a Business Interaction matrix. You would describe the Target Data Architecture with a Data Entity/Business Function matrix and an Application/Data matrix. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.
- D-** In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Value Chain diagram, and a Baseline Business Process catalog. You would describe the Baseline Data Architecture with a Data diagram. You would describe the Baseline Application Architecture with an Environments and Locations diagram.

Answer:

B

Question 4

Question Type: MultipleChoice

Scenario

Please read this scenario prior to answering the question

You have been assigned the role of Lead Enterprise Architect for a firm that is a major OEM parts supplier to the auto industry. Europe has been the primary market for its products, with just 20% of its output being exported to North America

a. The firm is planning to expand its exports to North America and also to establish sales in South America and the Asia Pacific region. This will enable them to better ride out recessions in key markets such as Europe. It will also enable the firm to exploit the auto industry move to global platforms.

The firm is organized into business units with each addressing different auto industry sectors. Each business unit has acquired other procedures to expand its manufacturing capacity. This has resulted in manufacturing systems.

The Enterprise Architecture (EA) program within the firm has been functioning for several years. It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are joint sponsors of the EA program. The EA program is mature, with an Active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF Architecture Content Framework. The EA program is well coordinated with Project Management Office, Systems Development, and Operations functions.

The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the target geographic markets. One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.

A Request for Architecture Work to address the goals of the reorganization has been approved. As the architecture team commences its work, the CIO has expressed concerns about whether the firm will be able to adapt to the proposed change and how to manage the associated risks.

Refer to the Scenario

You have been asked how to address the concerns of the CIO.

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

Options:

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

B- In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful reorganization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed project.

C- In Phase A, the team should conduct a Business Scenario to describe the business problem, identify the stakeholders' and the resulting retirements. Once the requirements have been identified, they can be assessed in terms of their risks. The risks should be

evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

D- In Phase A, the team should evaluate the organization's readiness to undergo change. This will identify the factors that will influence the reorganization. This should include a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed project.

Answer:

C

Question 5

Question Type: MultipleChoice

Please read this scenario prior to answering the question

You are serving as the Lead Architect for a chain of convenience stores, which has over 2000 retail outlets throughout the Asia-Pacific region. The stores operate 24 hours a day and 7 days a week and use the latest cloud-based point-of-sale (POS) technology to manage their sales and inventory. Cloud-based POS systems store all user data, including sales and inventory in a remote server.

The cloud-based 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. The stores also act as self-service delivery locations for a large online retailer which further increases the number of potential

customers entering the stores.

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 support the existing environment and accommodate future changes of strategy within the company.

The CIO has stated that the following issues also need to be addressed in the restructuring:

- They need to address problems with data quality and inconsistent data in order to support better decision making and analysis.
- The architecture should focus on the needs of the business, not technology.
- To remain competitive, new products and promotions must undergo market trials before deployment 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.]

Options:

A- Maximize Benefit to the Enterprise, Data Trustee, Data is an Asset, Responsive Change Management, Interoperability.

B- Requirements Based Change, Responsive Change Management, Data Trustee, Common Vocabulary and Data Definitions, Business Continuity.

C- IT Responsibility, Data security, Ease of Use, Service Orientation, Common Use Applications.

D- Data is Accessible, Data is shared, Interoperability, Requirements Based Change, Control Technical Diversity.

Answer:

B

Question 6

Question Type: MultipleChoice

Scenario

Please read this scenario prior to answering the question

You have been assigned the role of Chief Enterprise Architect within a leading outsourcing services company. The company has over 15,000 outsourcing professionals and works on some of the world's largest outsourcing projects. Outsourcing services include business processes, infrastructure, and service management. The company also provides business consulting services. Roughly half of its turnover comes from the private sector and half from the public sector.

With numerous service areas and a large number of diverse engagements in progress at any given time, overall engagement management within the company has become challenging. The company has recently had a number of high profile projects that have

overrun on budget and under delivered, thereby damaging its reputation.

The company has established an Enterprise Architecture program based on TOGAF 9, sponsored jointly by the Chief Executive Officer and Chief Information Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice.

The Enterprise Architecture (EA) team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The EA 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 will include 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 vice presidents across the company 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, which of the following is the best answer?

Options:

A- The EA team should apply an interoperability analysis to evaluate any potential issues across the architecture. This should include the development of a matrix showing the interoperability requirements. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.

B- The EA team should bring together information about potential solutions from the appropriate sources. Once the target 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.

C- The EA team should evaluate the organization's readiness to undergo change. This 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. The Business Value Assessment technique should then be used to determine the business value and associated risks for the transformation.

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

Answer:

C

Question 7

Question Type: MultipleChoice

Scenario

Please read this scenario prior to answering the question

Your role is that of Lead Enterprise Architect within the headquarters of a large fast food chain. The chain manages over 6000 restaurants across 24 countries. Each restaurant in the chain is an independently owned and operated franchise. Many of the restaurants use have been with the franchise since its initial startup phase and still use the first generation IT systems deployed over 15 years ago.

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

These changes will provide the chain with improved products, including healthier alternatives in their 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 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 chain, including detailed requirements and recommendations.

Based on the recommendations from the initial study, the chain has taken the decision 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 CEO's vision.

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

Options:

- A-** You propose that this engagement define the baseline architecture first in order to assess the current infrastructure capacity and capability. The initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- B-** You propose that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.
- C-** 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.
- D-** You propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

Answer:

B

Question 8

Question Type: MultipleChoice

Scenario

Please read this scenario prior to answering the question

You are serving as the Lead Architect for an enterprise architecture project team within a leading multinational pharmaceutical and medical devices manufacturer. Its brands include numerous household names for medications and first aid supplies.

The company has a long history of innovating new treatments for many common illnesses and diseases. Prior to launching a new treatment, the company has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the countries in the target markets. All clinical trials are undertaken by its research laboratories, which employ over 10,000 people at separate facilities in the United Kingdom, United States, Sweden, France, Canada, India, China and Japan. In addition to internal research and development activities the company is also involved in publicly funded collaborative research projects, with other industrial and academic partners.

The Enterprise Architecture group within the company has been engaged in an architecture development project to create a secure networked 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 9 ADM with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant.

The Executive Vice President for Clinical Research is 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 in stages on a regional basis that minimizes disruptions to ongoing clinical trials.

Refer to the Scenario

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

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

Options:

- A-** Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procured. Eliminate any duplicate building blocks. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.
- B-** Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar solutions together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- C-** 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, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture. Schedule the rollout one region at a time. Document the progression of the enterprise architecture using a state evolution table.

D- Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap classify whether the solution is either a new envelopment, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

Answer:

B

Question 9

Question Type: MultipleChoice

Scenario

Please read this scenario prior to answering the question

You have been assigned the role of Lead Enterprise Architect for a firm that produces components and replacement parts for the automobile, electronics, and telecommunications industries. The firm has been established for over 70 years. North America has been the primary market for its products, with just 20% of its output being exported to Europe. The firm is planning to expand its exports to Europe and also to establish sales in South America and the Asia Pacific region.

The firm is organized into business units that each focus on the different industry sectors. Each business unit has acquired other producers to expand its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and

manufacturing systems.

The Enterprise Architecture (EA) program within the firm has been functioning for several years.

It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are joint sponsors of the EA program. The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF 9 Architecture Content Framework. The EA process framework is well coordinated with the PMO, Systems Development, and Operations functions.

The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the target geographic markets. One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.

A Request for Architecture Work to address the goals of the reorganization has been approved. As the architecture team commences its work, the CIO has expressed concerns about whether the firm will be able to adapt to the proposed change and how to manage the associated risks.

Refer to the Scenario

You have been asked how to address the concerns of the CIO.

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

Options:

A- In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the reorganization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and

degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed project.

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

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

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

Answer:

C

Question 10

Question Type: MultipleChoice

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?

Options:

- 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

Question 11

Question Type: MultipleChoice

Scenario

Please read this scenario prior to answering the question

You are working as a consultant to the Chief Architect at a government agency responsible for securing all government communications and information systems. The agency has recently received funding for a program that will upgrade the reliability and performance of its secure communication systems which provide real-time, highly secure communication of voice, video, and message data to remote locations around the world.

The agency has an established enterprise architecture (EA) capability based on TOGAF 9. The Executive Director of the agency is the sponsor of the EA capability.

Since reliable, high-performance, and secure communications are essential to preserving national security, the Executive Director has placed more stringent requirements for the architecture for the upgraded system. It must be able to provide assurance and verification of specific performance measures on the key services that are most crucial for system operation. Focusing on these service-level details and specific measurements will allow more stringent requirements to be enforced in service contracts. It will also provide a high degree of assurance that necessary performance is being delivered and that notifications will occur if any critical service fails to perform as required.

A portion of the program budget has been allocated to conduct a review of the E

Options:

A- The scope of the review is to evaluate the processes, content and governance of the EA capability to ensure that the higher target performance and service levels required by the upgraded system can be achieved.

The Chief Architecture has noted that the core EA artifacts that have been used since TOGAF 9 was introduced are not adequate to describe these new capabilities. The artifacts do not have explicit provisions for defining the in-depth measurement requirements regarding specific services required for the system. She has learned that certain services within the current system have service measurement implementations that match some of the new requirements, but they are only used in a few areas.

Recent EA efforts at another national agency have produced generalized high-performance communication system models to realize similar requirements in a critical defense system involving secure communications. It is possible that these models may be useful for the upgrade program.

Refer to the Scenario

You have been asked to make recommendations for tailoring the Architecture Content Metamodel to accommodate the requirements of

the upgraded system.

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

A- Since some artifacts will now require specific measurements and additional data will be needed to support the performance objectives linked to these measurements, you recommend that the motivation and governance extensions of the TOGAF 9 Content Metamodel are used. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance models. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.

B- You recommend all of the TOGAF 9 Content Metamodel extensions be incorporated into the Architecture Content Metamodel. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needed to support the performance and measurement objectives linked to these artifacts. Once the new repository content has been implemented, on-demand queries can be used to generate a customized governance stakeholder view that isolates the artifacts and data needed to assess measurement for any particular service. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.

C- Since this case requires extensions of the modeling and data details of the service, this is best done by using the services extension of the TOGAF 9 Content Metamodel. By using this extension, the service model is no longer constrained by what is expected in typical business service definitions, allowing more flexibility for adding customized models to support the more stringent measurement requirements. The services extension can also be used to map terminology between the business services and the application components.

D- To support the type of stringent performance measurements needed for the more detailed governance views required for the upgraded system, the interfaces to the communication and network layer of the architecture must be highly visible at the application level. To accommodate the proper development of this, a Communications Engineering view should be created from the infrastructure extension models of the TOGAF Content Metamodel. This view will allow architects to align the required performance measurement communications across the system.

Answer:

C

Question 12

Question Type: MultipleChoice

Scenario

Please read this scenario prior to answering the question

Your role is that of the Lead Architect working for a government agency responsible for immigration, customs, and border control. The agency was formed by consolidating several smaller government agencies. The agency has established an Enterprise Architecture practice based on TOGAF 9. The CIO is the executive sponsor and has appointed an EA steering team to oversee the practice.

There has been a considerable increase in security requirements and immigration service requests in recent years, which have expanded the scope and size of the operations of the agency. As a result, the existing Information Technology architecture no longer meets the required service levels. A significant Enterprise Architecture (EA) initiative is in progress with the goal to improve customer responsiveness and satisfaction, and improve the overall operational efficiency of the agency.

The current EA staff members were internal appointments based on a request from the EA steering team to supply a number of suitable individuals for the EA effort. Collectively, they possess a broad range of IT and business analysis skills. However, the CIO has expressed concern about the diverse range of experience within the team. There is concern that the EA staff may be lacking in some of the critical skills that are required to properly conduct EA activities. It had been assumed that any EA-related skill gaps would be

overcome by on-the-job mentoring from the senior members of the EA staff. Each architect was expected to attend a TOGAF training course and participate in other skill development activities.

A recent review of the EA program revealed that many EA staff members, despite attending multi-day training courses, were not proficient in analyzing or creating the models and artifacts required for their assigned architecture projects. Stakeholders have observed errors and inconsistencies in artifacts and deliverables being submitted for review.

Refer to the Scenario

The CIO has asked you to recommend a professional development plan for the EA staff in order to address the findings raised in the recent review.

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

Options:

A- You recommend that a comprehensive evaluation of key team leader skills be made using the TOGAF Architecture Skills Framework. Based on the evaluations, you will recommend the necessary staff changes. This will ensure that the team leaders have the necessary skills and experience for the architecture tasks within the agency. The role and skill categories defined in the TOGAF Architecture Skills Framework should then be shared with the department leaders so that in the future, they can make more informed choices when providing internal candidates for the EA team.

B- You recommend that an architecture maturity assessment should be conducted. This will identify the practices on which the agency should focus to see the greatest improvement and ensure that the basic enterprise architecture process is documented. As part of the assessment, all of the team leaders should be interviewed and their qualifications assessed. In order to rectify areas of low proficiency, they are expected to attend additional EA training courses. When the team leaders have achieved the desired levels of proficiency, they should apply a similar process for their staff members.

C- You recommend that you work with the EA steering team to adapt the TOGAF Architecture Skills Framework for use within the architecture practice at the agency. The categories of architecture roles, the required skills for each role and the desired level of proficiency for each role and skill will be defined by this framework. Each team member, or prospective team member, can then be evaluated for suitability against these roles and skills. Staffing and training adjustments can then be made as necessary to close gaps that are discovered.

D- You recommend that to address the issues identified in the review, the experienced team leaders should mentor the junior team members. At the same time additional training should be provided. Since it is now known that some models are improperly defined and may have caused cascading errors in other parts of the architecture, you recommend an iteration of the Migration Planning phase occur, so as to develop a coordinated transition to a new baseline using the last known good architecture. Once the artifacts are consistent and correct, these can be applied to this new baseline.

Answer:

C

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