



The Open Group OG0-092 Practice Questions

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Question 1

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 large multinational aerospace and defense company. The company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. Several procurement 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 procurement processes and systems. The company will move to a "Just-in-time" procurement system so as to keep inventory costs low.

TOGAF 9 is used for internal Enterprise Architecture activities. This project is using an iterative approach for executing the Architecture Development Method (ADM).

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

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

1. What groups of people should be involved in procurement-related business processes?
2. What are the overall lifetimes of the Request for Proposal and Purchase Order business objects?
3. What non-procurement applications will need to be integrated with any new procurement applications?

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 next iteration of Architecture development.

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

Options:

- A-** In the next iteration of Architecture development, 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.
- B-** In the next iteration of Architecture development, you would describe the Target Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog, and Data Lifecycle diagrams. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.
- C-** In the next iteration of Architecture development, you would describe the Target Business Architecture with a Business Service/Function catalog, a Business Interaction matrix, and Product Lifecycle diagrams. 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 Baseline Business Process catalog, and an Object lifecycle catalog. You would describe the Baseline Application Architecture with a Technology Portfolio catalog.

Answer:

C

Question 2

Question Type: MultipleChoice

Scenario:

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a company that manufactures a variety of small electromechanical devices. The company is organized as independent operational divisions.

The company has a mature Enterprise Architecture practice and uses TOGAF standard for the basis of its architecture framework. In addition to the EA program, the company has a number of management frameworks in use, including business planning, portfolio/project management, and operations management. The EA program is sponsored by the CIO.

Each division has completed the Architecture Definition documentation required to tailor and configure the environment to meet its own specific manufacturing requirements.

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase

Options:

A- You would 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. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects. You would then document the lessons learned and generate the final plan.

A- Based on all of these factors they have produced a risk assessment.

The implementation process is estimated to take four years. Because of the risks posed by the complexity of the current environment, a phased approach is needed to implement the target architectures. The implementation and Migration Plan v0 1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete.

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, which of the following is the best answer?

B- You would assess how the plan impacts the other frameworks in use in the organization. The plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. You would then assign a business value to each project, considering available resources and priorities for the projects. Finally, you would generate the Implementation and Migration Plan.

C- You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture 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.

D- You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.

Answer:

B

Question 3

Question Type: MultipleChoice

Scenario: Eight Twelve

Eight Twelve has retail outlets throughout North America

a. An Enterprise Architecture practice already exists in Eight Twelve. Now the CEO and CIO

decide that they want to use TOGAF9 to re-architect their Enterprise Architecture to cater to the changing strategies of Eight Twelve to better respond to the changes in the economic and technology environments.

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

1. Since Eight Twelve's retail chain operate 24 hours a day and are expanding to South America and Europe, the retail chain business ecosystem should be able to withstand any unforeseen disruptions which might affect the chain's day to day operations. This is highly critical to ensure high levels of customer satisfaction and thus maintaining and enhancing Eight Twelve's revenue chain.
2. Dependency between the application components, which are the nerve centers to Eight Twelve's sophisticated range of services both external and internal, and the application platform and technology infrastructure should be minimal. This would facilitate scalability and ease of enhancement of the service offerings.
3. Eight Twelve uses the ARTS Data Model and the quality of data is of utmost importance for its operation.
4. Users of the Enterprise Information ecosystem should have an environment which is able to cater to their needs without any undue delays.

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

Options:

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

Answer:

D

Question 4

Question Type: MultipleChoice

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

Options:

A- 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.

B- 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.

C- 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.

D- 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.

Answer:

A

Question 5

Question Type: MultipleChoice

MightyGears 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 an agreed target architecture. Final decisions on the solutions are not yet fully agreed. They have completed the

first pass architecture and now are looking at the best opportunities and solutions to meet their financial goals.

You are the Chief Architect from a consulting organization brought into review the work to date by MightyGears and to make recommendations to the CIO and the board on the opportunities and solutions present.

Refer to the scenario above

Which of the following answers best describes how TOGAF recommends examining the opportunities and solutions before presenting to the board?

Choose one of the following answers

Options:

A- I would examine the architecture work today ensuring it is complete and accurate and addressing any gaps. I would look at functional and integration requirements. I would then ensure all dependencies are understood and documented. I would then create the necessary artefacts including major work packages and transition architectures and the project charters for the recommended projects for presentation to the board.

B- I would assess the architecture work today, create, and priorities projects to transition Widget Inc from the current architecture to target architecture. This will include a business value for each project, the resources required and the intended timing. I would then validate the prioritizations with the board particularly looking at cost benefits and risks. Lastly, I would generate the Architecture Implementation Roadmap and document lessons learned.

C- I would assess the requirements of the organization particularly those requirements describing the functions required and information flows within the architecture. 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.

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

Answer:

D

Question 6

Question Type: MultipleChoice

Scenario: Zephyr Enterprises

Please read this scenario prior to answering the question

Zephyr Enterprises specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. Zephyr has manufacturing facilities located in Palm Springs, California, Omaha, Nebraska, and Winnipeg, Ontario. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturers design specifications.

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

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

Zephyr has used TOGAF and its Architecture Development Method (ADM) to develop its automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies. They have recently updated to TOGAF 9 and have adapted the Zephyr Enterprise Architecture to closely follow the TOGAF 9 framework. All of Zephyrs IT architects have been trained and certified on TOGAF 9. Recently, an architecture project was completed that defined a standard approach for controlling the Automated Test System that is used at each plant to perform final quality assurance tests on each completed blade assembly. The Manufacturing Architecture Board approved the plan for immediate implementation at each plant.

An Architecture Contract was developed that detailed the work needed to implement and deploy the new Automated Test System controller. The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each site to ensure consistency.

Refer to the Zephyr Enterprises Scenario

You are the Lead Architect for this activity.

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

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

Options:

A- You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization. You recommend that if a deviation from the contract is detected, the Manufacturing Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

B- You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Manufacturing Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.

C- You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization. You ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

D- You create an Architecture Contract to govern the implementation and migration process at each site. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. You then schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition. Based on the results, you ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

Answer:

D

Question 7

Question Type: MultipleChoice

Scenario

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a company that develops

photovoltaic technologies for use in large-scale solar power farms. The company has three manufacturing facilities, two in the United States, and one in Southern France. Each of these facilities supplies a different manufacturer that assembles and sells complete systems. The solar panels and photovoltaic arrays are custom engineered to meet each manufacturer's design specifications.

A challenge that the solar power industry has faced is the efficiency of energy conversion. When a conventional solar panel overheats, it becomes inefficient and generates less energy. In response to this, the research arm of the company has pioneered the development of a new solar panel design that will produce up to 50% more energy than standard solar panels when operating at elevated temperatures. This will allow the production of significantly more useable energy per square meter than from standard solar technology. This new design is ready to go into production.

The company has a mature Enterprise Architecture practice that is supported by a cross-functional Architecture Board. TOGAF 9 is used for developing the automated manufacturing process and systems used to design, manufacture and test the solar power technologies they produce. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

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

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

Refer to the Scenario

The Lead Enterprise Architect has asked you to recommend the best approach to address the Chief Engineer's concern.

Based on TOGAF, Which option best is the best answer?

Options:

A- You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract. You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

B- You create an Architecture Contract to manage and govern the implementation and migration process at each location. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization. For

contracts issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

C- You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.

D- You use the Architecture Contracts to manage the architecture governance processes for the project across the locations. You deploy monitoring tools to assess the performance of each completed solar panel assembly at each location and develop change requirements if necessary. You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

Answer:

B

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