

OG0-092^{Q&As}

TOGAF 9 Part 2

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QUESTION 1

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

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.

Correct Answer: A

QUESTION 2

SureFlight Air Carrier has received approval for the acquisition of a regional carrier. To integrate the new acquisition, a TOGAF based enterprise architecture program has been initiated. The CIO sponsors the activity supported by the Chief Architect. In Phase A within the initial iteration the CIO wants to ensure that the architecture activities are recognized among the various stakeholders of the enterprise. Refer to the scenario above You are a consultant supporting the Chief Architect that should explain how to identify and engage the stakeholders at this stage of the program. Identify the best answer accordingly to the TOGAF 9 guidelines. Choose one of the following answers

A. Using the business scenarios technique you would identify supporting and not supporting stakeholders. Then you

would list the set of viewpoints that are addressing the stakeholder concerns and share these with them.

B. You first priority is to communicate with the regional carrier stakeholders developing a Communications Plan to share main features and discuss opportunities with them.

C. You conduct a pilot proof of concept during Phase A to demonstrate the technical feasibility to the stakeholders explaining the approach available from your preferred suppliers.

D. You identify all the main stakeholders on both the acquired carrier and the rest of the enterprise. Using a stakeholder map, you classify and record their power in relation to this activity. You then focus on implementing the relevant viewpoints that can address the concerns of every main stakeholder identified in the stakeholders map.

Correct Answer: D

QUESTION 3

Scenario: Please read this scenario prior to answering the Question Your role is that of Lead Enterprise Architect within a vacation property management firm that has been growing through acquisition. The firm 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 financial results 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 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.

The firm has a mature enterprise architecture 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 study, the firm has taken the decision to adopt a packaged suite of integrated applications that is tailored to the needs of the hospitality industry.

Refer to the scenario

You have been asked by the Chief Architect to justify the best approach for architecture development to

realize the CEO's vision.

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

A. You recommend that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. This 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.

B. 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 ensure the target architecture is robust and secure.

C. You recommend that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

D. You recommend that this engagement define the baseline 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 retirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

Correct Answer: D

QUESTION 4

Scenario: Summer Seeds BV Please read this scenario prior to answering the question Summer Seeds BV is an international agricultural company exporting bulbs, flowers and seeds worldwide. It is headquartered in Rotterdam in the Netherlands, and has sales and distribution centers in over 60 countries worldwide. Several of these centers include administrative, manufacturing, and research facilities. To achieve full integration of their research capabilities with their development centers located in various climate zones, the company wants to develop strong self directed teams in each location. It also wants to define new business models that are profitable while reducing their impact on the environment. The management is deeply committed to ensuring that the company is a world leader in socially responsible seed development with a business strategy that focuses on profitability through environmentally friendly operating processes. Summer Seed's international operations are subject to various legal and regulatory requirements. In areas such as genetically modified seeds, governmental controls are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was developing pest-resistant seeds. The Governing Board is concerned, and as a result has approved the expenditure of resources to establish an Enterprise Architecture program. They have requested information about the status of projects that could impact regulatory compliance. They also want to enable the corporate legal staff and auditors to analyze proposed architectures to ensure that they are within the legal guidelines for a given location. 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 guiding framework for the development and evolution of the Enterprise Architecture practice. Refer to the Summer Seeds BV Scenario You have been appointed as the Lead Consultant. You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of all these parties. Based on TOGAF 9, which of the following is the best answer?

A. Depending on the nature of the architecture, a set of models should be created that can be used to ensure that the system will be compliant with the local regulations. Stakeholders should be able to view the models to see that their concerns have been properly addressed.

B. Each architecture activity should be 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,

C. A stakeholder map should be developed that allows the architects to define groups of stakeholders sharing common concerns. A set of views should then be defined that addresses the concerns for each group- Architecture models can then be created for each view to address the stakeholders\' concerns.

D. For those groups that have sufficient power and level of interest, a special report should be created that summarizes the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders\' requirements.

Correct Answer: C

QUESTION 5

ARTI Dimensioning is a multinational that operates production facilities in 29 countries and sells its products in over 120 countries. A consultancy firm has recommended a realignment that will enhance sharing of product information across business units. The implementation of this strategic realignment will require the development of integrated customer information systems and product information systems. ARTI has a mature enterprise architecture practice and uses TOGAF 9 for the basis of the ARTI Architecture Framework (method and deliverables). The CIO is sponsoring an architecture development program that is going to start. The CIO is concerned about a potential disruptive result to the business of this activity and before proceeding with the architecture development he asked to evaluate the impacts on the company business. Refer to the scenario above You are the Lead Architect and you have been asked to recommend an approach to address the concerns raised. Based on TOGAF 9 recommend which of the following is the best answer.

Choose one of the following answers.

A. A Risk Aversion Assessment should be conducted during the Implementation Governance phase to determine the degree of risk aversion of the proposed business transformation. After sharing the residual level of risk with the company chairman and the residual risk is not accepted, a set of parallel systems will be implemented to mitigate the risks.

B. Your recommendation is to use risk management techniques to assess the risks associated with the proposed business transformation and ensure the existence of business continuity plans. During the Implementation Governance phase you conduct a residual risk assessment to manage risks that cannot be mitigated.

C. During the Architecture Vision phase a risk assessment is conducted to mitigate initial risks and address those in the Architecture Contract signed in the Implementation Governance phase.

D. Your proposal is to utilize a risk management framework during the Implementation Governance phase to verify the risks associated with the proposed transformation of the business. You then share with the concerned stakeholders the residual level on risk before the Architecture Contracts are released.

Correct Answer: B

QUESTION 6

Scenario: Please read this scenario prior to answering the Question You are serving as the Chief Architect for a large, global commodities trading company which has been growing rapidly through a series of acquisitions. Each 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, the company has made the decision to introduce a single enterprise-wide application to consolidate information from several applications that exist across the lines of business. The application will be used by all business units and accessed by suppliers through well defined interfaces.

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 specify the best approach for this work. Based on TOGAF 9, which of the following is the best answer?

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

B. You examine the mission statements for the company and each of its businesses, together with the corporate value statements. Based on that, you define a set of principles and review with the CIO. When developing the principles you ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company. You then seek the endorsement of the CIO and senior management.

C. You define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter. You publish the principles on the corporate intranet to ensure widespread acceptance and compliance.

You then schedule regular periodic Compliance Assessments with individual business units to check

that they have made satisfactory progress toward meeting the objectives and conditions embodied in

the principles.

D. You examine the mission statements for the company and each of its businesses, together with the corporate value statements. Based on that, you work with the Architecture Board to define the principles. When developing the principles you ensure that they actively promote the alignment of IT with the corporate business strategies. You then hold a series of review meetings with all the relevant stakeholders, including senior management, ensuring their support.

Correct Answer: D

QUESTION 7

Scenario Please read this scenario prior to answering the question Your role is consultant to the Lead Architect within a multinational semiconductor and software design company. Its largest business is in processors, although it also designs system-on-a-chip infrastructure and manufactures memory chips. A characteristic feature of its processors is their low electric power consumption, which makes them particularly suitable for use in portable devices. As well as licensing its technology, the company has several manufacturing divisions.

The company has a mature enterprise architecture practice and uses TOGAF 9 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.

The company has defined a strategic architecture to improve its ability to meet customer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions\' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company\'s primary data center.

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 A. 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, which of the following is the best answer?

A. 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.

B. 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.

C. 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.

D. 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.

Correct Answer: D

QUESTION 8

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?

A. 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

B. 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

C. 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

D. 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

Correct Answer: B

QUESTION 9

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

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.

Correct Answer: A

QUESTION 10

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?

A. 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.

B. 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.

C. 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.

D. 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.

Correct Answer: A

QUESTION 11

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?

- A. 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.
- B. 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.
- C. 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.
- D. 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.

Correct Answer: D

QUESTION 12

Scenario:

Please read this scenario prior to answering the Question

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

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

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

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

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

Refer to the Scenario

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

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

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

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

C. You recommend that the EA team apply the Business Transformation Readiness Assessment technique which will allow the risks associated with the transformations to be identified and mitigated for, it will also identify improvement

actions to be worked into the Implementation and Migration Plan. A Business Value Assessment should be used to determine the business value and associated risks for the transformation.

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

Correct Answer: C

QUESTION 13

Scenario: Rollins Manufacturing

Please read this scenario prior to answering the question

Rollins Manufacturing is a major supplier in the automotive industry, headquartered in Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart, Yokohama, and Seoul. Each of these plants has been operating its own Manufacturing Requirements Planning (MRP II) system, production scheduling, and custom developed applications that drive the automated production equipment at each plant.

Rollins is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current MRP II and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff.

The Rollins Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9. At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.

The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their MRP II and production scheduling from a central system located in Cleveland. The Chief Engineer wants to know how these concerns can be addressed.

Refer to the Rollins Manufacturing Scenario:

You are serving as the Lead Enterprise Architect for the Common ERP Deployment architecture project.

One of the earliest initiatives in the Enterprise Architecture program at Rollins was the definition of a set of IT principles and architecture principles that are well aligned with the overall enterprise principles. These now need to be updated to address the concerns raised. You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution.

[Note: You should assume that Rollins has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.]

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

A. Common-use Applications, Data is Shared, Data is Accessible, Data is Secure, Interoperability, Control Technical

Diversity.

B. Business Continuity, Service-orientation, Data is Accessible, Data is Secure, Responsive Change Management.

C. Maximize Benefit to the Enterprise, Business Continuity, Common-use Applications, Data is Shared, Data is Accessible, Data is Secure.

D. Information Management is Everybody's Business, IT Responsibility, Data Trustee, Technology Independence, Responsive Change Management.

Correct Answer: C

QUESTION 14

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 of the following is the best answer?

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

B. You create an Architecture Contract to manage and govern the implementation and migration process at each location. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to an external party, you ensure that it is a fully enforceable

legal contract. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

C. You create an Architecture Contract to manage and govern the implementation and migration process.

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

D. You use the 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.

Correct Answer: C

QUESTION 15

Scenario: Please read this scenario prior to answering the question You are serving as the Lead Enterprise Architect at a major supplier in the automotive industry. The company is headquartered in Cleveland, Ohio with manufacturing plants across the United States, Brazil, Germany, Japan and South Korea. 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.

The company 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 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 Board approved a Request for Architecture Work sponsored by the Chief Engineer of Global Manufacturing Operations. 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 diving their planning and production scheduling from a remote centralized system. The Chief Engineer wants to know how these concerns can be addressed.

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 9, Section 23.6.] One of the earliest initiatives in the Enterprise Architecture program

was the definition of a set of architecture 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.

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

A. Common-use Applications, Control Technical Diversity, Ease of Use, Interoperability, Data is Shared, Data is Accessible, Data Security

B. Business Continuity, Common-use Applications, Maximize Benefit to the Enterprise, Data is Shared, Data is Accessible, Data Security

C. Technology Independence, Data Trustee, Information Management is Everybody's Business, IT Responsibility, Responsive Change Management

D. Service-orientation, Responsive Change Management, Business Continuity, Data is Accessible, Data Security

Correct Answer: B

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