EXAMTOPICS

-Expert Verified, Online, **Free**.



CERTIFICATION TEST

-CertificationTest.net - Cheap & Quality Resources With Best Support

Question #1 *Topic 1*

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

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (100%)

anticristi Most Recent 5 months, 1 week ago
Common-use Applications needs to be in the answer.
upvoted 1 times

el3ctronick 1 year, 11 months ago
A little tip for anyone who wants to study just the answers here: the majority of the answers provided are wrong. Use the comments by the community here and MOST importantly have the togaf guide next to you for every answer. If you only go with the marked as correct answers you will fail. Some are correct but most are wrong.
upvoted 2 times

PratsMic 2 years, 8 months ago
A - > does not address reliability D - > does not address reliability C better than B - single ERP maximises benefit to org (compared to service orientation & change management)
upvoted 2 times

hou0220 2 years, 9 months ago

Answer is C Maximize Benefit to the Enterprise - lean manufactoring principles, significant reduction in process waste, A reduced number of IT staff Business Continuity - reliability concern Common-use Applications - common Enterprise Resource Planning (ERP) system, eliminate the need for full data centers at each of the plant facilities Data is Shared, Data is Accessible - driving their MRPII and production scheduling from a central system Data Security - security concern

upvoted 2 times

Yunos 3 years, 3 months ago

Maximize Benefit to the Enterprise, Business Continuity, Common-use Applications, Data is Shared, Data is Accessible, Data is Secure. by replacing divisional application with enterprise application , the sequence make most sense

upvoted 2 times

SVGNR 3 years, 9 months ago

c wins because of the concern around Security - The three data principles (Data is Shared , Data is secure & Data is accessible) address the Security concern the most - Business continuity addresses the Reliability concern. The other answers address the Security & Reliability aspects based on the entire context of the scenario portrayed in the Question

upvoted 4 times

aameerak 4 years, 2 months ago

reliability means business continuity, it is one of the concerns in the question

upvoted 4 times

sweetsugarrr 4 years, 3 months ago

"Business Continuity" is key for manufacturing company, that's why B and C are better. C 'wins' with the maximizing the benefit. So my understanding of the best-to-worst solutions is: C, B, A, D

upvoted 3 times

IANEM 4 years, 4 months ago

Basé sur les principes du Chapit

upvoted 1 times

dave256 4 years, 5 months ago

Trying to find out why C is the right answer. How does maximize Benefit and business continuity fits the case. A looked like better choice" minimize waste and improve the efficiency of all of its production operations" - maximize benefitinteroperability not seems very important in the context.

upvoted 4 times

dave256 4 years, 5 months ago

Trying to find out why C is the right answer. How does maximize Benefit and business continuity fits the case. A looked like better choice

upvoted 4 times

scuzzy2010 4 years, 3 months ago

" minimize waste and improve the efficiency of all of its production operations" - maximize benefit

upvoted 4 times

elainexs 3 years, 7 months ago

interoperability not seems very important in the context.

upvoted 2 times

Question #2 *Topic 1*

Scenario: Global Mobile 1 -
Global Mobile is a mobile telecommunications company formed through a series of mergers and acquisitions. They are yet to fully integrate the customer service systems for the most recent acquisitions, and as result, customer service has been a major concern for the Chief Technology Officer.
Results for the last two quarters have shown that Average Revenue Per User (ARPU) and the customer retention (Churn) rate have fallen below the industry average. The Corporate Marketing group has published some new findings about customer satisfaction. The customers appear to be switching to Air Light, a competitor, because of superior customer service. Global Mobile actually has better coverage in nearly all markets than Air Light, and good roaming agreements that keep rates low for business travelers. But, customer satisfaction has remained low.
The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan. They have developed a business scenario which contains a good conceptual model of what needs to be done, and also identifies the key requirements. This was used in preparing the proposal presented to the Executive Council and the Corporate Board.
The planning for the program has been underway for several months. Global Mobile has selected TOGAF 9 as the basis for its Enterprise Architecture.
The Corporate Board has approved funding for a multi-million Euro conversion to transition to a packaged Customer Service System. It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation. The Corporate
Board has placed one additional major constraint on the program. In addition to achieving the business outcomes directly related to improving overall customer service within each business unit, the Corporate Board expects the Target Architecture to produce an additional saving of at least 30% over current operating costs through energy efficiency initiatives, virtualization of servers and workstations, and expanded telecommuting and desk-sharing. This Green initiative is intended to become a model for future investments at all company facilities worldwide.
You have been engaged as a consultant to advise the Chief Architect on the best ways to approach to the implementation planning activities for this significant business transformation.
Based on TOGAF 9, which of the following is the best answer? (Is this the right answers to choose?)

A. You recommend using conventional implementation planning techniques. The horizontal scope of the Green initiative would make the Capability-Based Planning approach used in the organization's TOGAF-based Enterprise Architecture framework difficult to manage and govern. This approach to planning was better applied within the vertical scope of a business unit.

B. You recommend that the implementation planning activities be conducted using Capability-Based Planning. This is appropriate because the Green initiative is an enterprise-wide plan with a horizontal scope. Its metrics are aggregated at the enterprise level. It is crucial to gain business unit support and cooperation to achieve the broader business outcomes which will benefit all.

C. The Capability-Based Planning approach used in the organization's TOGAF-based Enterprise Architecture framework is focused on business outcomes. The Green initiative is an infrastructure program that is technical in nature; therefore, it would not be appropriate to use the Capability-Based Planning approach. Instead, the Global Mobile systems development lifecycle approach should be utilized to develop the Solution Architecture.

D. You recommend using conventional implementation planning techniques. The Capability-Based Planning approach is normally only used in public sector, defense-related programs. This approach is not appropriate for a private sector company.

Suggested Answer: *B*
Official Answer: B

Community vote distribution
B (100%)

AP01 Highly Voted 5 years, 8 months ago
B looks correct, IMO
upvoted 19 times

SVGNR Highly Voted 3 years, 9 months ago
This question is related to Migration Planning Phase- A is wrong because Capability based planning approach can be used for horizontal scope projects also. C- is wrong because of the following sentence – ". The Green initiative is an infrastructure program that is technical in nature; therefore, it would not be appropriate to use the Capability-Based Planning approach." D- is wrong because of " The Capability-Based Planning approach is normally only used in public sector, defense-related programs Hence –"B" is the most appropriate answer

upvoted 6 times

alischajan Most Recent 2 years, 1 month ago

B makes perfect sense.

upvoted 1 times

PratsMic 2 years, 8 months ago

A. Capability-Based Planning is more horizontal C. From an IT perspective, capability-based planning is particularly relevant. For example, setting up a data center is really about consolidating corporate data and providing the related services. D. not relevant to only Govt

upvoted 1 times

JKLExTop 2 years, 11 months ago

"In addition to achieving the business outcomes directly related to improving overall customer service within each business unit" This sentence makes B is the only correct answer

upvoted 2 times

clementi 2 years, 12 months ago

B is correct

upvoted 2 times

dave256 4 years, 5 months ago

B is correct. Read cha 28 capability based planning - overview section

upvoted 4 times

MF2C 4 years, 5 months ago

B - 28.3 many capabilities are "horizontal" and go against the grain of normal vertical corporate governance. Most often, management direction as well as the corporate management accountability framework are based upon line of business metrics, not enterprise metrics. Enterprise Architecture is also a horizontal function that looks at enterprise-level (as well as line of business-level) optimization and service delivery. Not surprisingly, capability-based planning and Enterprise Architecture are mutually supportive. Both often operate against the corporate grain and both have to cope with challenging business environments. Business support of Enterprise Architecture is crucial for its success and it is logical that it aligns with the corporate capability planners as well as providing support for those within the vertical lines of business.

upvoted 2 times

sankh 5 years, 9 months ago

answer should be A

upvoted 1 times

Question #3 *Topic 1*

Scenario: AGEX Inc.
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.
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.

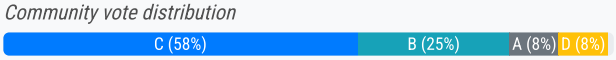
B. You evaluate the implications of the Board's concern in terms of regulatory requirements and their impact on business goals and objectives. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address 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.

Suggested Answer: *A*
Official Answer: A

Community vote distribution



sudhimenon Highly Voted 5 years, 9 months ago
Business goals and objectives comes in Phase - A, A should be the right answer.
upvoted 11 times

sudhimenon Highly Voted 5 years, 9 months ago
Business goals and objectives comes in Phase - A, A should be the right answer.Since when does an Enterprise Architect update a security policy?
Principle 9: Protection of Intellectual Property
upvoted 11 times

rbaggio 5 years, 6 months ago

Since when does an Enterprise Architect update a security policy?Principle 9: Protection of Intellectual Property

upvoted 4 times

rbaggio 5 years, 6 months ago

Since when does an Enterprise Architect update a security policy?

upvoted 4 times

ADR_SA_21 4 years, 12 months ago

Principle 9: Protection of Intellectual Property

upvoted 3 times

venksfc 5 years, 10 months ago

C seems correct to me. It is given as answer in another portal too.

upvoted 10 times

fras004 Most Recent 1 year, 5 months ago

In short, Option D best encapsulates what TOGAF prescribes in the Preliminary Phase: recognize the new constraints/concerns, update the relevant governance (policy), and set up the roles/structures to ensure compliance across the entire architecture effort.

upvoted 1 times

prabhara 1 year, 10 months ago

A is correct statement.

upvoted 1 times

EsoEso 2 years, 7 months ago

A is the best answer refer to: https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap21.html#tag_21 Section: 21.5 Preliminary Phase

upvoted 1 times

HN6366 2 years, 7 months ago

C is the correct answer.

upvoted 1 times

crimemasternogo 2 years, 11 months ago

This is what I found: "The security policy should be examined to find relevant sections, and "updated" if necessary. Architecture constraints established in the "security policy must be communicated to the other members of the architecture team"." So, the answer A makes sense.

upvoted 2 times

th_mel 3 years ago

ChatGPT says: A Bard AI says: C

upvoted 1 times

modsjunk 3 years, 1 month ago

A and D are out B is out because of this line You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed. you don't ask security architect to oversee the implementation of the solution in the ERP system

upvoted 4 times

MackD 3 years, 1 month ago

Anwser C. In my opinion: A: Chief Architect is not responsible for updating a security policy. B: Request for Architecture Work is not issued by an Chief Architect. C: This is the only one that makes sense. D: As mentioned before "based on your understanding". https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap46.htmlAgreed, C is the best option here.

upvoted 2 times

MackD 3 years, 1 month ago

Anwser C.

In my opinion: A: Chief Architect is not responsible for updating a security policy. B: Request for Architecture Work is not issued by an Chief Architect. C: This is the only one that makes sense. D: As mentioned before "based on your understanding".

https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap46.html

upvoted 2 times

HN6366 3 years, 1 month ago

Agreed, C is the best option here.

upvoted 1 times

PratsMic 3 years, 2 months ago

A coz its about communication across the Org too (that other options lacked)

upvoted 2 times

red_panda 3 years, 2 months ago

I think that the correct answer is the C because the Chief Architect don't allocate the resources.

upvoted 1 times

RACHIT0412 3 years, 3 months ago

Chatgpt says A

upvoted 1 times

RACHIT0412 3 years, 3 months ago

Chatgpt says AChatgpt just look at the answer provided here and cert library to get to the conclusion ...If you noticed, there is no clear answer here. we are all looking for the correct one and we all see gaps in every possible answer. have you managed to find the right one? please explain if it is that clear to you. thanks!

upvoted 1 times

PratsMic 3 years, 2 months ago

Chatgpt just look at the answer provided here and cert library to get to the conclusion ...

upvoted 1 times

PratsMic 3 years, 2 months ago

Chatgpt just look at the answer provided here and cert library to get to the conclusion ...If you noticed, there is no clear answer here. we are all looking for the correct one and we all see gaps in every possible answer. have you managed to find the right one? please explain if it is that clear to you. thanks!

upvoted 1 times

el3ctronick 2 years, 5 months ago

If you noticed, there is no clear answer here. we are all looking for the correct one and we all see gaps in every possible answer. have you managed to find the right one? please explain if it is that clear to you. thanks!

upvoted 1 times

miche_s87 3 years, 3 months ago

see my comment below.

upvoted 1 times

saurabhparveen 3 years, 3 months ago

I will go with A, security policy is updated in preliminary phase https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap21.html Also,as per step3 ■ Allocate key roles and responsibilities for Enterprise Architecture Capability management and governance

upvoted 1 times

JKLExTop 3 years, 5 months ago

The EA doesn't - Update the AGEX security policy to reflect the concern - Assess the security And it's too early in the preliminary phase to update any policy Therefore, C is the correct answer

upvoted 1 times

mesterit 3 years, 6 months ago

Selected Answer: B

B is correct

- You then update the Global Traders security policy to reflect the concern,... You allocate a security architecture team - Ent. Arch would just propose don't change or allocate ... therefore seems A is incorrect.

- Request for Architecture Work is not raised by Ent. Arch. - therefore seems C incorrect.

- You can't just change a security policy on your understanding. therefore seems D is incorrect. - And the Request for Architecture Work is issued by the sponsor - The question asks for "Recommendations", but other answers are simply taking some actions which are not even in the scope of the Chief Architect.

upvoted 3 times

mesterit 3 years, 6 months ago

B is correct - You then update the Global Traders security policy to reflect the concern,... You allocate a security architecture team - Ent. Arch would just propose don't change or allocate ... therefore seems A is incorrect. - Request for Architecture Work is not raised by Ent. Arch. - therefore seems C incorrect. - You can't just change a security policy on your understanding. therefore seems D is incorrect. - And the Request for Architecture Work is issued by the sponsor - The question asks for "Recommendations", but other answers are simply taking some actions which are not even in the scope of the Chief Architect.B says that Security Architect should oversee the implementation. Standard says Architecture Board does oversee the implementation. I think it is CI don't agree since the "Request for Architecture Work" are sent from the sponsoring organization to the architecture organization (32.2.17 Request for Architecture Work). In answer B it says that you (as an EA) sents the Request for Architects. I go for C as well.

upvoted 3 times

93madox 3 years, 5 months ago

B says that Security Architect should oversee the implementation. Standard says Architecture Board does oversee the implementation. I think it is C

upvoted 2 times

miche_s87 3 years, 3 months ago

I don't agree since the "Request for Architecture Work" are sent from the sponsoring organization to the architecture organization (32.2.17 Request for Architecture Work). In answer B it says that you (as an EA) sents the Request for Architects. I go for C as well.

upvoted 2 times

Question #4 *Topic 1*

Scenario: Zephyr Enterprises -
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.
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?

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 envelopment 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.

Suggested Answer: *C*

Official Answer: C

Community vote distribution

D (100%)

tomvik Highly Voted 6 years, 1 month ago

Ans is DMust be "manage and govern" not just govern b/c https://pubs.opengroup.org/architecture/togaf8-doc/arch/chap25.html which says "This contract is also used to manage changes to the enterprise architecture in Phase H." Additionally, chief engineer says wants uniform deployment, which eliminates A & B b/c board needs to approve those.Correct answer is D

upvoted 17 times

tomvik Highly Voted 6 years, 1 month ago

Ans is D

upvoted 17 times

blahblah007 6 years, 1 month ago

Must be "manage and govern" not just govern b/c https://pubs.opengroup.org/architecture/togaf8-doc/arch/chap25.html which says "This contract is also used to manage changes to the enterprise architecture in Phase H." Additionally, chief engineer says wants uniform deployment, which eliminates A & B b/c board needs to approve those.

upvoted 4 times

Guru_Subra_Manian 6 years ago

Correct answer is D

upvoted 10 times

itKarthik 5 years, 7 months ago

This is a like a Paradox , I do think D suffices most of the requirements , The argument that uniform process must be followed is catered in D as well - It stats the migration and planning is governed by a Contract while the process is performed at each site , but not necessarily individual contract at each site.

upvoted 5 times

prabhara Most Recent 1 year, 10 months ago

D is correct

upvoted 1 times

nickozz 2 years, 6 months ago

Based on TOGAF 9 principles and the given scenario, the most appropriate approach to address the Chief Engineer's concern for uniformity and consistency across all sites is D

upvoted 1 times

papu1992 3 years ago

C and D stands out... C does not speak about compliance reviews but D does and hence is complete.

upvoted 1 times

RACHIT0412 3 years, 3 months ago

ChatGPT says C

upvoted 1 times

hou0220 3 years, 3 months ago

I choose D. Mainly because according to [TOGAF 9.2 section 42.3.2] - Compliance reviews are held at appropriate project milestones or checkpoints in the project's lifecycle.

upvoted 2 times

THEMOST 3 years, 3 months ago

dont understand, now which one the correct answer the voted one or the highlighted one from examtopics

upvoted 1 times

JKLExTop 3 years, 5 months ago

The word "Memorandum" is not mentioned in 43. , which makes D is the only correct answer

upvoted 2 times

clementi 3 years, 6 months ago

The correct answer seems D because it is more completed than C. In the contract you have to consider the risk managements, metrics etc. In addition C uses the term memorandum that TOGAF does not use.

upvoted 2 times

mesterit 3 years, 6 months ago

- D is the best Answer includes all the required techniques - C is the second answer, (You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management) is not part of C - Architecture Board grant a dispensation to allow the implementation organization (grant without review So, B is the 3rd answer) - You then issue a new Request for Architecture Work So, A is wrong

upvoted 4 times

teachsph 3 years, 8 months ago

I chose C because though it was between C and D, I thought that D states that you would treat each unit separately and provide a contract. However, the requirement was to ensure uniformity. So why give each unit autonomy? That said I could be wrong.

upvoted 1 times

mericov 4 years ago

Phase G establishes the connection between architecture and implementation organization, through the Architecture Contract. Project details are developed, including: ■ Name, description, and objectives ■ Scope, deliverables, and constraints ■ Measures of effectiveness ■ Acceptance criteria ■ Risks and issues All these are in D answer. However A/B/C contain "to utilize a memorandum of understanding" - this term is not present in TOGAF. Regarding to "an Architecture Contract to govern the implementation and migration process at each site." - this is allowed as "43.1 - In larger-scale implementations, there may well be one Architecture Contract per implementation team in a program of implementation projects" My answer will be D.

upvoted 3 times

AnnieKKE 4 years, 2 months ago

Correct answer is D

upvoted 1 times

Axial30z 4 years, 3 months ago

Option D is correct in my opinion. It seems to meet the concerns of consistency and this will be achieved by compliance reviews. It also meets the security aspect of the guarding trade secrets. Distractor for me will be A as the Lead Architect will not issue a Request for Architecture Work.

upvoted 2 times

tushmish 4 years, 3 months ago

None look correct to me. 'An Architecture Contract was developed ' already. All options -> focus on creating it again.things to note - the answer D here you is said in real exam 1. you were reviewing the contract (coz contract is already created) - in real exam it says you are reviewing the contract 2. you have to choose an answer that decided whether or not to give an extension ..

upvoted 2 times

tushmish 4 years, 3 months ago

None look correct to me. 'An Architecture Contract was developed ' already. All options -> focus on creating it again.

upvoted 2 times

PratsMic 3 years, 1 month ago

things to note - the answer D here you is said in real exam 1. you were reviewing the contract (coz contract is already created) - in real exam it says you are reviewing the contract 2. you have to choose an answer that decided whether or not to give an extension ..

upvoted 1 times

SVGNR 4 years, 3 months ago

• Option a is incorrect because “As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.” – Customization does not always warrant Request for Architecture Work. • Option B is incorrect because “the Manufacturing Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.” – This will result uncontrolled customization which was the primary concern on the Chief Engineer • Option D is incorrect because “ Based on the results” – This almost implies that if results are good – then you allow customization -Otherwise not – As per TOGAF, Architecture Review Board should review all deviations and decide if it wants to approve them or not. Hence Option C is the best answer

upvoted 3 times

SVGNR 4 years, 3 months ago

• Option a is incorrect because “As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.” – Customization does not always warrant Request for Architecture Work. • Option B is incorrect because “the Manufacturing Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.” – This will result uncontrolled customization which was the primary concern on the Chief Engineer • Option D is incorrect because “ Based on the results” – This almost implies that if results are good – then you allow customization -Otherwise not – As per TOGAF, Architecture Review Board should review all deviations and decide if it wants to approve them or not. Hence Option C is the best answerI’ve further reasons, the project is in implementation governance iteration not development planning iteration. The second reason, the requirement is uniform process , so the automated test system controller will mange and control all sites.

upvoted 3 times

anas_almasri_12 3 years, 11 months ago

I’ve further reasons, the project is in implementation governance iteration not development planning iteration. The second reason, the requirement is uniform process , so the automated test system controller will mange and control all sites.

upvoted 1 times

Question #5 *Topic 1*

Scenario: Vittronics Ltd.
Vittronics Ltd. is a leading medical device manufacturer in the highly competitive market for Migraine Headache Pain Management (MHPM) devices. These tiny wireless devices are implanted in the brain and can deliver a precise electric shock when the wearable Pain Control Unit (PCU) detects an increase in stress induced by the onset of a migraine headache.
This technology will be a breakthrough in the treatment of this condition, and several competitors are striving to be the first to introduce a product into the market.
However, all of them must demonstrate the effectiveness and safety of their products in a set of clinical trials that will satisfy the regulatory requirements of the countries in the target markets.
The Enterprise Architecture group at Vittronics has been engaged in an architecture development project to create a Secure Private Immersive Collaborative
Environment (SPICE) that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials.
The Vittronics Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. They have recently upgraded to TOGAF 9.
The Vittronics Architecture Development Method (VADM) is strictly based on the TOGAF 9 Architecture Development Method (ADM) with extensions required to support current good manufacturing practices and good laboratory practices in their target markets.
The SPICE project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed in SPICE, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain. A corresponding SPICE Security Architecture has been defined.
The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity.
You are serving as the Lead Architect for the SPICE project team.
As required by TOGAF, the SPICE project team res completed a Business Transformation Readiness Assessment in Phase A (Architecture Vision). In that assessment, it was determined that there are risks associated with the adoption of the Immersive Collaborative Environment. Despite a clear expression of the vision and the business need for utilizing SPICE to accelerate the clinical trials, the researchers have been resisting the change because of concerns about safeguarding individually identifiable information about the subjects who were participating in the trials.
You have been asked to recommend how this situation be managed in the implementation planning phases.
Based on TOGAF 9, which of the following is the best answer?

A. You decide that in Phase E, the team creates an overall solutions strategy that can guide the Target Architecture implementation and structure the Transition Architectures. You check that there is consensus before proceeding.

B. You decide to return to Phase A, where the team should brainstorm a technical solution that mitigates the residual risks presented by the privacy issue. Then, during Phase D, you will direct the team to develop an Architecture Building Block to manage the security risks. After that, the team should select Solution Building Blocks that mitigate all of the identified risks and revise the Requirements Impact Statement to reflect the changes to the high-level solutions strategy and migration plan.

C. You decide that in Phase E, the team review the Business Transformation Readiness Assessment and identify, classify, and mitigate the risks associated with the identified readiness factors. If the risks can be satisfactorily mitigated, then you would continue to define a high-level solutions strategy that includes the Transition Architectures needed to make the change culturally and technically feasible.

D. You decide that in Phase E, the team determines an approach to implementing an overall strategic direction that will address and mitigate the risks identified.

Suggested Answer: *B*
Official Answer: B

Community vote distribution
C (100%)

karve Highly Voted 4 years, 9 months ago
I think the answer is C. Reason being... Phase E has a step which says: "Review the findings of the Business Transformation Readiness Assessment previously conducted in Phase A and determine their impact on the Architecture Roadmap and the Implementation and Migration Strategy. It is important to identify, classify, and mitigate risks associated with the transformation effort. Risks should be documented in the Consolidated Gaps,

Solutions, and Dependencies matrix." It says identify, classify and "MITIGATE" risk. The question also says that "The SPICE project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed in SPICE, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain.". So it means that the data privacy issues were examined. So as per details provided above answer should be C.

upvoted 29 times

karve Highly Voted 4 years, 9 months ago

I think the answer is C. Reason being... Phase E has a step which says: "Review the findings of the Business Transformation Readiness Assessment previously conducted in Phase A and determine their impact on the Architecture Roadmap and the Implementation and Migration Strategy. It is important to identify, classify, and mitigate risks associated with the transformation effort. Risks should be documented in the Consolidated Gaps, Solutions, and Dependencies matrix." It says identify, classify and "MITIGATE" risk. The question also says that "The SPICE project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed in SPICE, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain.". So it means that the data privacy issues were examined. So as per details provided above answer should be C.Fully agreeing with your view. I had the same rationale on choosing C too.agree. and an additional point '...revise the Requirements Impact Statement to reflect the changes to the high-level solutions strategy and migration plan.' high-level solutions strategy and migration plan - should be part of Implementation and Migration Plan. Requirements Impact Statement - contains references to the change in requirements only and not the solution.

upvoted 29 times

Nicholas_The_King_Kong 3 years, 4 months ago

Fully agreeing with your view. I had the same rationale on choosing C too.

upvoted 4 times

tushmish 3 years, 3 months ago

agree. and an additional point '...revise the Requirements Impact Statement to reflect the changes to the high-level solutions strategy and migration plan.' high-level solutions strategy and migration plan - should be part of Implementation and Migration Plan. Requirements Impact Statement - contains references to the change in requirements only and not the solution.

upvoted 2 times

tomvik 5 years, 1 month ago

Answer is C

upvoted 8 times

sim3 1 year, 10 months ago

It should be C

upvoted 1 times

lxfmm 2 years ago

Also vote for C.

upvoted 1 times

red_panda 2 years, 2 months ago

C is the correct answer

upvoted 1 times

RACHIT0412 2 years, 3 months ago

CHatGPT says C

upvoted 1 times

ashu77 2 years, 9 months ago

The Question specifically asks for "You have been asked to recommend how this situation be managed in the implementation planning phases" so there is no question of going back to phase A again. The Option B assume that the Architceture has not taken care of the security concerns but that is a wrong assumption. The Question description clearly says "special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain". So overall the story is that although the Security Controls Building Blocks are present in the Architceture but Stakeholders still have doubts. Hence the Correct option is C.

upvoted 1 times

Soumitra29 3 years ago

Answer is C : 12.3.7 Confirm Readiness and Risk for Business Transformation Review the findings of the Business Transformation Readiness Assessment previously conducted in Phase A and determine their impact on the Architecture Roadmap and the Implementation and Migration Strategy. It is important to identify, classify, and mitigate risks associated with the transformation effort. Risks should be documented in the Consolidated Gaps, Solutions, and Dependencies matrix.

upvoted 1 times

rkustagi 3 years, 3 months ago

ANswer C seems more closer to the TOGAF approach

upvoted 1 times

SVGNR 3 years, 3 months ago

Option A is incorrect because - " According to TOGAF - that Phase E must resolve all conflicts in a meaningful way before proceeding further & TOGAF doesn't talk about consensus anywhere in it's specification) Option C is incorrect because - Business Transformation Readiness Assessment is done in Phase-A -Architecture Vision & Risks can be reviewed in every phase of ADM including Phase E and not only in Phase “E”. However, this answer is not as TOGAF centric as you would expect the best answer to be. Also it also does not address/specify what should happen if risks can’t be mitigated in a satisfactory way) Option - D is incorrect because - Nothing TOGAF specific in this answer Hence Option - B is the best answer . Here is the additional notes on why Option B is the best possible answer Option B Reinforces the concept of iterating between the phases of TOGAF & Addresses the problem related to the RISK in TOGAF centric language and touches aspects related to RISK management as per TOGAF

upvoted 2 times

Arvind_Kumar_Avinash 3 years, 5 months ago

I chose B which matches the given answer. The reason why C is not the correct answer is that it states, 'If the risks can be satisfactorily mitigated...' but it does not talk about otherwise case i.e. what if the risks can not be satisfactorily mitigated. The approach mentioned in Option B is what exactly is required to be taken in this scenario.

upvoted 1 times

shilpa1701 3 years, 6 months ago

how to crosss verify correct answers as I feel C is correct but here B is given..

upvoted 2 times

Coitsu 3 years, 10 months ago

Answer is C... it makes more sense

upvoted 2 times

ADR_SA_21 4 years ago

Do we brainstorm technical solution in phase A? If not, B cannot be right choice. C is the one I would choose.In A we actually give a high level of technical solution, so it includes doing a brainstorming

upvoted 2 times

ADR_SA_21 4 years ago

Do we brainstorm technical solution in phase A? If not, B cannot be right choice. C is the one I would choose.

upvoted 2 times

Karima_Karamilla Most Recent 11 months, 3 weeks ago

In A we actually give a high level of technical solution, so it includes doing a brainstorming

upvoted 1 times

KMurthy04 4 years ago

It is B beause the question is based in ADM iterations (part 3) and not on Part 2 - ADM phases. Org's attitude to risk (18.6) for clinical trials, forces it to go back to Phase A and make corrections.Had it not said that the team will be asked to identify the ABB on phase D (technology domain), I would had agreed to this answer.

upvoted 2 times

KMurthy04 4 years ago

It is B beause the question is based in ADM iterations (part 3) and not on Part 2 - ADM phases. Org's attitude to risk (18.6) for clinical trials, forces it to go back to Phase A and make corrections.

upvoted 2 times

Nicholas_The_King_Kong 3 years, 4 months ago

Had it not said that the team will be asked to identify the ABB on phase D (technology domain), I would had agreed to this answer.

upvoted 2 times

RoryGates 4 years ago

Geez I think these exam questions are more a liability than a benefit... C.

upvoted 7 times

sameersoftyhcl 4 years, 1 month ago

I think the answer is C because the question clearly asks to recommend how this situation be managed in the "implementation planning phases", so we have only E and F phases to deal with implementation planning. And answer C clearly shows what phase E doesto deal with risk. Answer B probably be wrong as patial or full ADM cycle is decided on Phase G (implementation Governance) based on residual risk.And also that in Phase A we do not discuss technical solution

upvoted 2 times

sameersoftyhcl 4 years, 1 month ago

I think the answer is C because the question clearly asks to recommend how this situation be managed in the "implementation planning phases", so we have only E and F phases to deal with implementation planning. And answer C clearly shows what phase E doesto deal with risk. Answer B probably be wrong as patial or full ADM cycle is decided on Phase G (implementation Governance) based on residual risk.

upvoted 2 times

supratip 3 years, 1 month ago

And also that in Phase A we do not discuss technical solution

upvoted 1 times

Question #6 *Topic 1*

Scenario: Florian Flowers BV -
Florian Flowers BV is an international agricultural company exporting flowers and seeds worldwide. Florian 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, Florian wants to develop strong self- directed teams in each location. Florian also wants to define new business models that are profitable while reducing their impact on the environment. Florian 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.
Florians 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 to be informed 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.
Florian management has engaged you as the Lead Consultant to assess the current situation.
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 accessed.

C. 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.

D. It would be beneficial to develop a stakeholder map that allows the architects to define groups of stakeholders that share common concerns. A set of views should be defined that addresses the concerns each group. Architecture models can then be created for each view to address the stakeholders' concerns.

Suggested Answer: *A*
Official Answer: A

Community vote distribution
D (55%) A (45%)

sushmapatil Highly Voted 4 years, 6 months ago
D is answer. Keypoint : Need of ALL parties. Therefore Stakeholder Map should be carried out.
upvoted 19 times

punitha81 Highly Voted 5 years, 1 month ago
answer is D
upvoted 11 times

sim3 1 year, 10 months ago
D is the answer
upvoted 2 times

Jit 1 year, 10 months ago
ChatGPT is a large language model tool . It can summarize for you but not good at scenario based questions
upvoted 4 times

Jit 1 year, 10 months ago

ChatGPT is a large language model tool . It can summarize for you but not good at scenario based questionsyes i agree, not good at all

upvoted 4 times

Karima_Karamilla Most Recent 1 year, 1 month ago

yes i agree, not good at all

upvoted 1 times

lxfmm 2 years ago

Vote D. For A, think it shouldn't be stakeholder to view the models to see their concerns are addressed or not.

upvoted 2 times

PratsMic 2 years, 2 months ago

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 .....stakeholders are all mapped looks like

upvoted 1 times

PratsMic 2 years, 2 months ago

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 .....stakeholders are all mapped looks likeA is not any technique in TOGAF D is a technique and when stakeholders are mapped concerns on local regulations will be included

upvoted 1 times

PratsMic 2 years, 1 month ago

A is not any technique in TOGAF D is a technique and when stakeholders are mapped concerns on local regulations will be included

upvoted 6 times

miche_s87 2 years, 3 months ago

ChatGPT says answer D is correct :-)

upvoted 2 times

hou0220 2 years, 3 months ago

I choose D. request: addresses the needs of **all these parties** Stakeholder Map define groups of stakeholders sharing common concerns - Governing Board, corporate legal staff, auditors - concern about legal & regulatory compliance - Research organization - architecture is appropriate for its needs Then define views and create models that can address stakeholders' concern which can include legal & regulatory compliance

upvoted 2 times

vaibhavj28 2 years, 5 months ago

I also chose option D, but after reading it again i think the mention of 'the system will be compliant with the local' is to be considered. 'Compliant' word is important as system should take care of all the regulations.

upvoted 1 times

sangeeta81 2 years, 6 months ago

Option A : Keyword is Compliance "system will be compliant " which is the major concern in this question.

upvoted 2 times

MDoh 3 years, 2 months ago

Correct, Answer id D

upvoted 1 times

Axial30z 3 years, 3 months ago

A is 5 pointer for me as it includes Stakeholder concerns and System compliance D is 3 pointer as it covers Stakeholder concerns only C is 1 pointer B is distractor goes on about 'fixed' TOGAF is an adaptable framework

upvoted 5 times

rkustagi 3 years, 3 months ago

Option D is correct because Auditors are assigned to take care of local law, they are stakeholders now and they would provide their requirement and share their concerns that gets captured in stakeholder map

upvoted 3 times

SVGNR 3 years, 3 months ago

This is a very tricky question and hard to figure out where the emphasis of the question is .. Is it around the "strong self- directed teams in each location. " Or "enable the development of an architecture that addresses the needs of all these parties" . The answer depends on where the emphasis of the question is .. if the question emphasis is on different stakeholders and how to deal with stakeholder mgmt etc - Then Option # D would be the right answer But if the key aspect of the question is actually around "strong self- directed teams in each location. " then answer would be A. (if the emphasis of the question is on self directed teams in each location -Then the answer should have specifics around location needs . Also based on the scenario , it appears that this is in the preliminary phase and the one of the key aspect of preliminary phase is around Scope,Stkeholder,frameworks,tailoring etc. Given that this answers does include LOCATION – This could be an answer) B,C are not the best options. So this question is a 50:50 scenario where in A or D could be the best possible two answers

upvoted 1 times

Arvind_Kumar_Avinash 3 years, 5 months ago

I chose A which matches the given answer. The option D is not correct because it does not mention the concern regarding the local regulations.

upvoted 6 times

Arvind_Kumar_Avinash 3 years, 5 months ago

I chose A which matches the given answer. The option D is not correct because it does not mention the concern regarding the local regulations.to address that auditors are assigned, they become stakeholders now

upvoted 6 times

rkustagi 3 years, 3 months ago

to address that auditors are assigned, they become stakeholders now

upvoted 1 times

Coitsu 3 years, 10 months ago

Answer is D... There are several parties involved, so a Stakeholder Map is quite important here, plus it gives you the artifacts needed to address their concerns

upvoted 1 times

dave256 3 years, 11 months ago

A seems the right answer. Identifying stakeholders is not the concern. Stakeholders are already identified. Key concern is to meet legal requirements and enable stakeholders to view work in progress items.

upvoted 4 times

Scenario: Armstrong Defense Industries
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.
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 en Organization/Actor catalog "¢ Describe the Target Application Architecture using Application Communication diagrams end an Application Interaction matrix "¢ Describe the Target Data Architecture with a System/Data matrix

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

LunchTime Highly Voted 4 years ago

CONTINUED FROM ABOVE: A: Incorrect: No such thing as a “business process catalog”. Technology portfolio catalog describes the technology architecture and NOT the application architecture. B: Correct. The artifact matchup to the phases. The question is whether this is target or baseline first. The answer has target first. Since it's a COT that might be okay.This also has the most thorough analysis (i.e., artifacts) for the business architecture phase. C: Incorrect. This has the Data Lifecycle diagram describe the business which is incorrect (it describes the data). D: Possible. Baseline first approach. It only describes the biz arch with an “organization actor matrix” which is “thin” for this phase. Based on this I believe B is correct answer primarily has it has a fuller set of artifacts describing the business then answer B.

upvoted 10 times

sroyc Highly Voted 2 years, 5 months ago

Came in exam appeared last week. Selected B as the answer. Got 100%.

upvoted 5 times

DeepakPMP Most Recent 1 year, 10 months ago

However, the choice between B and C is a tough one. Is this a real-life question? I have not taken the exam yet but it seems that this kind of question is a disservice to TOGAF if they try to qualify/disqualify an answer on extremely narrow considerations.

upvoted 2 times

DeepakPMP 1 year, 10 months ago

It has to be target first. The reason for that is that Armstrong has multiple architectures which are quite likely to be out of sync with each other or may even be contrary. To understand all baseline architectures and looking for the common denominators will be a poor use of time and may even be unattainable.

upvoted 1 times

th_mel 2 years, 1 month ago

Correct answer is B. Define the target architecture first along with their correct viewpoints (which are translated via artifacts). Then move on with the baseline architecture. Explanation: Let's say Armstrong Defense decides to start with a "baseline first" approach. This means they focus on describing the current state of their procurement-related business processes and IT systems before defining the target architecture. Choosing a "baseline first" approach in this situation may lead to challenges in setting a clear direction, making informed decisions, and effectively aligning stakeholder concerns with the company's strategic objectives. The lack of a target architecture upfront can result in inefficiencies, delays in decision making, and difficulties in achieving the desired outcomes. TOGAF 18.4 Says "Target First: This process is suitable when a target state is agreed at a high level and where the enterprise wishes to effectively transition to the target model."

upvoted 1 times

hou0220 2 years, 3 months ago

Answer is B I think key business objects = key entities According to TOGAF, the purpose of the Product Lifecycle diagram is to assist in understanding the lifecycles of key entities within the enterprise. Target first because, the company has clear target to achieve - "The company is moving aggressively to consolidate and reduce redundant procurement processes and systems."

upvoted 1 times

lorik75 2 years, 7 months ago

My Opinion C. There are no architecture assets - creating from Scartch -> Target first. (B and C remains) . C has corrupted Data Lifecycle Diagram definition. B ist the correct one.

upvoted 1 times

Qman2022 2 years, 7 months ago

I think it would be C. since we are also since we also need to identify the user through organization/User catlog. this is available in the option C

upvoted 2 times

Coitsu 3 years, 10 months ago

Answer is B... Togaf includes the concept of "Baseline first" and "Target first" for architecture development (18.4).
https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap18.html

upvoted 1 times

Coitsu 3 years, 10 months ago

Answer is B... Togaf includes the concept of "Baseline first" and "Target first" for architecture development (18.4).
https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap18.htmlbased on the section - its Baseline first, then how is the answer 'target First' ? Please explain.

upvoted 1 times

tushmish 3 years, 4 months ago

based on the section - its Baseline first, then how is the answer 'target First' ? Please explain.

upvoted 1 times

LunchTime 4 years ago

B is correct. There are arguments for both Baseline and Target architect first in this scenario. They question they mention include “who is using what system” that infers that everything is not known about the systems / architecture. That leads to a recommended baseline first approach. However, they also mention preferring to use third party packages. If the solution is known (i.e., a third-party package) then that lead to using a target first approach. Apart from that the merits of each answer are as follows: CONTINUED BELOW:

upvoted 4 times

sanjepau 4 years ago

In think we should start with baseline arch first in this scenario.

upvoted 2 times

Question #8 *Topic 1*

Scenario: St. Croix Consulting -
St. Croix Consulting started as an accounting and financial services company. It has expanded over the years and is now a leading North American IT and
Business Services provider.
With numerous practice areas and a multitude of diverse engagements underway at any given time, overall engagement management has become challenging.
The company does not want to risk its outstanding reputation or its international certifications and CMM ratings. Senior partners must become team players, working to support the broader needs of the company and its shareholders.
The Enterprise Architecture team has been working to create St. Croixs Enterprise Architecture framework to address these issues. The team has defined a preliminary framework and held workshops with key stakeholders to define a set of principles to govern the architecture work. They have completed an
Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period.
An Architecture Review Board has been formed comprised of IT staff executives and executives from the major practice areas.
The Enterprise Architecture framework is based on TOGAF 9.
The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of the Enterprise Architecture program.
You have been assigned to the role of Chief Enterprise Architect.
As the EA team prepares to formulate an Implementation plan, they have been asked by the CIO to assess the risks associated with the proposed architecture.
He has received concerns from senior management that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.
You have been asked to recommend an approach to satisfy these concerns.
Based on TOGAF 9, which of the following is the best answer?

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

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

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

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

Suggested Answer: *C*
Official Answer: C

Community vote distribution
D (75%) C (25%)

Victor6510 Highly Voted 5 years, 11 months ago
Ans should be D. The key concern is about risks, while C is more focusing on interoperability.Same, going with D. D covers risk and value analysis which C does not cover.
upvoted 16 times

Victor6510 Highly Voted 5 years, 11 months ago
Ans should be D.

The key concern is about risks, while C is more focusing on interoperability.
upvoted 16 times

Indranee 5 years, 5 months ago

Same, going with D. D covers risk and value analysis which C does not cover.

upvoted 4 times

Divya07 5 years, 9 months ago

The correct ans is "D". Please correct Ans. The Question is about techniques of risk management as per TOGAF

upvoted 6 times

Karima_Karamilla Most Recent 11 months, 3 weeks ago

I don t that c is the right answer because interoperability is about risk telated to solutions but here the risk is about value and transformation wish is handled through business transformation readiness assessment and b value assessment

upvoted 1 times

prabhara 1 year, 11 months ago

D looks correct . However , are answers on this sites are validated by some official channels?

upvoted 1 times

AJman 2 years, 2 months ago

The correct answer is D as the question discusses about risk assessment and business value.

upvoted 1 times

el3ctronick 2 years, 5 months ago

voting d

upvoted 1 times

Haz1103 2 years, 6 months ago

D is the only answer to focus on risk, which is the requirement for the sponsors.

upvoted 1 times

RACHIT0412 3 years, 3 months ago

ChatGPT says D

upvoted 3 times

miche_s87 3 years, 3 months ago

I go with D as well since it mentioned the Business Transformation Readiness Assessment that are done in Phase A but will be taken out again in the Implementation Phase to evaluation implementation risk.

upvoted 1 times

clementi 3 years, 5 months ago

The main concern is "produce sufficient value to warrant the attendant risks". So for this one we can use the technique "Business Transformation Readiness Assessment" that contains the risk analysis and the actions for the mitigation of the risk.

upvoted 2 times

sroyc 3 years, 5 months ago

Ans D selected in last week's exam. Received 100%.

upvoted 4 times

micha31 3 years, 9 months ago

I'm going with D here. "interoperability analysis" is not mentioned in TOGAF. D focuses on the risk, which was asked

upvoted 2 times

mericov 4 years ago

Before to answer, you need to identify the phase where is the project. Based on "the EA team prepares to formulate an Implementation plan", I identified the E Phase, which "conducts initial implementation planning and the identification of delivery vehicles for the architecture defined in the previous phases". You cannot perform a risk assessment without a gap analysis. Risks are identified in the Consolidated Gaps, Solutions, and Dependencies Matrix (from Phase E). In Phase F you "Estimate the business value for each project using the Business Value Assessment Technique" as is written in D. So, based on the above, I consider that the C is the complete answer.

upvoted 3 times

rkustagi 4 years, 3 months ago

Option D is correct because this talks about Risk assessment. Also that there is a concern that the plan is aggressive. This can be evaluated by revisiting the Business Readiness assessment

upvoted 1 times

shilpa1701 4 years, 6 months ago

Risk related measures are not covered in C so going with D...

upvoted 1 times

MF2C 4 years, 12 months ago

C is correct

upvoted 1 times

LunchTime 5 years, 1 month ago

A: There is no such thing as an “interoperability analysis” in TOGAF. Therefore, the answer is incorrect B: A “state evolution table” is used in the phase F “Migration Planning”. They are nowhere near this phase yet. Remember the ask is it so assess the risk with the inference of doing that “now”. Therefore, this answer is incorrect. C: GAP analysis does not address risk or business value, which are the two things the CIO has asked us to consider. The risks may be outside of the risk that an interoperability assessment would show. As such, I would not choose this answer. D: Being that they just ended or are about to end the vision phase, the timing to do the business transformation readiness assessment is okay. The business value assessment is listed in TOGAF as a technique to support migration phases E and F and NOT the vision phase, A. However, I don’t see any particular reason that it could not be used in phase A. As such, D is the correct answer.

upvoted 5 times

Question #9 *Topic 1*

Scenario: Zephyr Enterprises -
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.
You have been assigned by the Lead Architect for the Automated Test System controller project to conduct Compliance Assessments at each manufacturing plant.
During the course of the assessment at the Omaha plant, you discover that the Distributed Data Acquisition System they have purchased uses a proprietary
Remote Procedure Call (RPC) that utilizes kernel mode threads instead of the user mode threads that are specified in the Architecture Definition Document. In all other respects, the system meets the requirements stated in the Architecture Definition Document and seems to perform correctly.
You have been asked to describe the compliance of this system for the final report.
Based on TOGAF 9, which of the following is the best answer?

A. You observe that all of the features in the Architecture Definition Document have been implemented in accordance with the specification, except for the RPC mechanism. Your recommendation is that the system be described as conformant.

B. You observe that the system has many features in common with the Architecture Definition Document, and those features have been implemented in accordance with the specification. However, you note that the RPC mechanism has been implemented using features that are not covered by the specification. Your recommendation is that the system be described as consistent.

C. You observe that the implementation of the RPC mechanism has no features in common with the Architecture Definition Document, therefore the question of its conformance should not be considered. Your recommendation is that the system be described as consistent.

D. You observe that the system meets most of the requirements stated in the Architecture Definition Document and appears to work correctly. However, you note that the RPC mechanism has not been implemented according to the specification. Your recommendation is that the system be described as non-conformant.

Suggested Answer: *D*
Official Answer: D

Community vote distribution
D (50%) A (40%) B (10%)

Prasadvd Highly Voted 3 years, 7 months ago
Ans is D, since the Arch defintion document specified the use of user threads and the architecture did not conform to the definition
upvoted 9 times

VijayGreat Most Recent 1 year, 7 months ago

Chat Gpt sayss B

upvoted 1 times

cerifyme85 1 year, 11 months ago

conformant ==> Some more features (Extra features) Non-Conformant ==> like for like but not within specification (no extras) RPC Kernel .. instead of ... RPC user mode (Kernel not within specification, but both are RPCs)

upvoted 2 times

Outofthecave 2 years, 7 months ago

The answer is D - Non Conformant

upvoted 1 times

MackD 2 years, 7 months ago

Answer D Non-Conformant: Any of the above in which some features in the architecture specs are implemented not in accordance with the specification Meaning: any of the above in the Togaf documentation which could be possible that ALL features are implemented and that some features that are implemented are not according to the Architecture Definition Document. Specifically this "some features in the architecture specs are implemented not in accordance with the specification". This is specified "Remote Procedure Call (RPC) that utilizes kernel mode threads instead of the user mode threads that are specified in the Architecture Definition Document." Meaning that it already was a feature stated in the Architecture Definition Document and is NOT an additional feature.

upvoted 1 times

RACHIT0412 2 years, 9 months ago

ChatGPT says D

upvoted 2 times

AmalDev007 2 years, 10 months ago

Non-conformant: Any of the features in the architecture specification is implemented not in accordance with the specification. -- Here the RPC was implemented in a different way from the specification document Conformant: All the features in the architecture specification are implemented in accordance with the specification, but some *more* features are implemented that are not in the specification document

upvoted 2 times

93madox 2 years, 11 months ago

Conformant: All the features in the architecture specification are implemented in accordance with the specification - question says: in all other aspects, system meets the requirements stated in Architecture Definition Document and seems perform correctly. , but some more features are implemented that are not in accordance with it - in question that one is related to RPC case. Non-conformant: Any of the above in which some features in the architecture specification are implemented not in accordance with the specification. - That would be if not all features are implemented - and some of those implemented aren ot according to standard. THat is not a case here.

upvoted 2 times

aa00601093 2 years, 11 months ago

Answer should be A, as per the definition of Conformant. Follow below link - https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap42.html#tag_42_02

upvoted 2 times

aa00601093 2 years, 11 months ago

Answer should be A, as per the definition of Conformant. Follow below link - https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap42.html#tag_42_02It can't be conformant. The definition of conformat is: "All the features in the architecture are implemented in accordance with the specification, but some more features are implemented that are not in accordance with it." Because the Kernel was not implemented, not "all features of the architecture are implemented in accordance with the spec". I still struggle between consistent and non-conformant, yet I don't really get the difference between the two.

upvoted 2 times

Falconion 2 years, 11 months ago

It can't be conformant. The definition of conformat is: "All the features in the architecture are implemented in accordance with the specification, but some more features are implemented that are not in accordance with it." Because the Kernel was not implemented, not "all features of the architecture are implemented in accordance with the spec". I still struggle between consistent and non-conformant, yet I don't really get the difference between the two.

upvoted 1 times

clementi 2 years, 12 months ago

The answer seems the D because in the document is specified the use of user threads instead in the implementation is used the kernel mode thread. So the RPC is implemented not in accordance with the specification.

upvoted 2 times

elainexs 3 years, 6 months ago

Check document, it's D

upvoted 1 times

rkustagi 3 years, 9 months ago

The solution is Conformant as RPC is the only deviation that may go through dispensation

upvoted 2 times

SVGNR 3 years, 9 months ago

https://pubs.opengroup.org/architecture/togaf8-doc/arch/chap24.html#tagfcjh_30 Based on the above specification -The correct answer is " Non Conformant"

upvoted 2 times

zeti 3 years, 10 months ago

Sholdn't it be A? Everything is compliant, except kernel mode threads instead of user mode threads. Thus, conformant.

upvoted 3 times

zeti 3 years, 10 months ago

Sholdn't it be A? Everything is compliant, except kernel mode threads instead of user mode threads. Thus, conformant.definition of Non-conformant https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap42.html#tag_42_02

upvoted 3 times

tushmish 3 years, 10 months ago

definition of Non-conformant https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap42.html#tag_42_02

upvoted 2 times

mrg998 4 years, 7 months ago

Answer is D.

upvoted 3 times

bitsmax 4 years, 9 months ago

Architecture Compliance , Chap 24

upvoted 1 times

Question #10 *Topic 1*

Scenario: Rollins Manufacturing -
Rollins Manufacturing is a major supplier in the automotive industry, headquartered in Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart,
Yokohama, and Seoul. Each of these plants has been operating its own Manufacturing Requirements Planning (MRPII) system, production scheduling, and custom developed applications that drive the automated production equipment at each plant.
Rollins is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current MRPII and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff.
The Rollins Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9.At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief
Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.
The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their MRPII and production scheduling from a central system located in Cleveland. The Chief Engineer wants to know how these concerns can be addressed.
You are serving as the Lead Enterprise Architect of the newly-formed Common ERP Deployment architecture project team.
As the Common ERP Deployment architecture project team assembles for its initial meeting, many of the participants have voiced concerns about the sweeping scope of the initiative. Others are confident that they know a solution that will work. During the meeting, a number of alternative recommendations for how to proceed are put forward by members of the team.
You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture.
Based on TOGAF 9, which of the following is the best answer?

A. The team should hold a series of interviews at each of the manufacturing plants using the business scenario technique. This will then enable them to identify and document the characteristics of the architecture from the business requirements.

B. The team should exercise due diligence and carefully research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list. Based on the findings from the research, the team should define a preliminary target Architecture Vision. The team should then use that model to build consensus among the key stakeholders.

C. The team should create Baseline and Target Architectures for each of the manufacturing plants. A gap analysis between the architectures will then validate the approach, and determine the Transition Architecture needed to achieve the target state.

D. The team should conduct a pilot project that will enable vendors on the short list to demonstrate potential solutions that will access the concerns of the stakeholders. Based on the findings of that pilot project, a complete set of requirements can be developed that will arrive the evolution of the architecture.

Suggested Answer: *A*
Official Answer: A

Community vote distribution
A (100%)

93madox Highly Voted 2 years ago
A - Business Scenarios for the Requirements and Vision - CORRECT B - Phase A is too early for Vendors consideration (That would be Phase E or F) - INCORRECT C - Phase A is not mentioning about creation of Baseline Architecture nor GAP Analisys (that is in later phases B,C,D) - INCORRECT D - PILOT PROJECT - INCORRECT
upvoted 5 times

sroyc Highly Voted 1 year, 12 months ago

Came in exam last week. Answer A selected. Got 100%

upvoted 5 times

clementi Most Recent 1 year, 12 months ago

The correct answer is A. B, C and D seem incorrect.

upvoted 2 times

rkustagi 2 years, 9 months ago

Choice A is perfect @SVGNR has given good explanation

upvoted 1 times

SVGNR 2 years, 9 months ago

Here is how you could decipher the right answer. Option D is the distractor - There is no concept of Pilot /Test & Learn in TOGAF – So Wrong answer Option C is incorrect - As per the scenario , They are not looking for different / multiple solutions per manufacturing plants. Hence this will not be a correct answer Option B- This can be a possible answer . However here is the delineation that will help you This could be an answer …However in the scenario, it does not mention that they have selected a PRODUCT/Vendor of choice .So doesn't sound the most appropriate answer in the given context of the situation The most appropriate answer would be A - Based on the scenario , The Architecture Vision/Phase A phase is where this context is unfolding . One of the key important aspect of building consensus on requirements is through Business Scenario Analysis

upvoted 3 times

Arvind_Kumar_Avinash 2 years, 12 months ago

The correct answer is A. The clue is '...and clarifies the requirements for the architecture.'

upvoted 2 times

mrg998 3 years, 7 months ago

Requirements for Architecture always = Business scenario so A.

upvoted 4 times

Question #11 *Topic 1*

Scenario: Vittronics Ltd.
Vittronics Ltd. is a leading medical device manufacturer in the highly competitive market for Migraine Headache Pain Management (MHPM) devices. These tiny wireless devices are implanted in the brain and can deliver a precise electric shock when the wearable Pain Control Unit (PCU) detects an increase in stress induced by the onset of a migraine headache.
This technology will be a breakthrough in the treatment of this condition, and several competitors are striving to be the first to introduce a product into the market.
However, all of them must demonstrate the effectiveness and safety of their products in a set of clinical trials that will satisfy the regulatory requirements of the countries in the target markets.
The Enterprise Architecture group at Vittronics has been engaged in an architecture development project to create a Secure Private Immersive Collaborative
Environment (SPICE) that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials.
The Vittronics Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. They have recently upgraded to TOGAF 9.
The Vittronics Architecture Development Method (VADM) is strictly based on the TOGAF 9 Architecture Development Method (ADM) with extensions required to support current good manufacturing practices and good laboratory practices in their target markets.
The SPICE project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed in SPICE, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain. A corresponding SPICE Security Architecture has been defined.
The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. He has stated that the changes to the SPICE architecture 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 geographical regions.
You are serving as the Lead Architect for the SPICE project team.
You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).
Based en TOGAF 9, which of the following is the best answer?

A. 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 and documented in an Architecture Definition Increments Table.

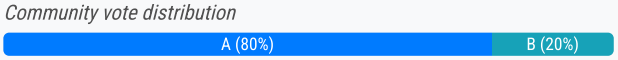
B. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procured. Eliminate any duplicate building blocks. Group the remaining Solution Building Blocks together to create the work packages using a CRLO matrix. Rank 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.

C. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap classify whether the solution is either a new development, 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.

D. 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 an Enterprise Architecture State Evolution table.

Suggested Answer: *A*
Official Answer: A

Community vote distribution



sameersoftyhcl Highly Voted 4 years, 1 month ago

I think A is the correct answer. 1. Should minimize the IMPACT to ongoing trial -> Implementation Factor & Deduction Matrix 2. The work will need to be done in STAGES and rolled out in geographical regions -> Architecture Definition Increments Table 12.3.9: Using the Consolidated Gaps, Solutions, and Dependencies matrix together with the Implementation Factor Assessment and Deduction matrix, logically group the various activities into work packages.all good, except 'Architecture Definition Increments Table' isn't part of Phase E, where the work packages get identified.

upvoted 10 times

sameersoftyhcl Highly Voted 4 years, 1 month ago

I think A is the correct answer. 1. Should minimize the IMPACT to ongoing trial -> Implementation Factor & Deduction Matrix 2. The work will need to be done in STAGES and rolled out in geographical regions -> Architecture Definition Increments Table 12.3.9: Using the Consolidated Gaps, Solutions, and Dependencies matrix together with the Implementation Factor Assessment and Deduction matrix, logically group the various activities into work packages.

upvoted 10 times

tushmish 3 years, 3 months ago

all good, except 'Architecture Definition Increments Table' isn't part of Phase E, where the work packages get identified.

upvoted 1 times

onlygrass Most Recent 1 year, 6 months ago

None of the options except B address a stakeholder's concern of rolling out changes on the basis of geography in stages.

upvoted 1 times

PratsMic 2 years, 2 months ago

A - Best B - Missing Gap Analysis C - misses Implementation Factor Assessment and Deduction Matrix that A has D - Missing Gap Analysis

upvoted 2 times

93madox 2 years, 5 months ago

I think it is A. Question is asking about Identification of Work Packages, not the transition architectures by themselves. That means we are in the 12.3.9 Indetify and Group Major Work Packages sections that says: Using the Consolidated Gaps, Solutions, and Dependencies matrix together with the Implementation Factor Assessment and Deduction matrix, logically group the various activities into work packages. Indicate for every gap/activity whether the solution should be oriented towards a new development, or be based on an existing product, and/or use a solution that can be purchased.

upvoted 2 times

clementi 2 years, 5 months ago

The answer explains in detail the techniques to group the work packages and the transitions architectures

upvoted 1 times

rkustagi 3 years, 3 months ago

Choice A is correct sameersoftyhcl has given good explanation

upvoted 1 times

scuzzy2010 3 years, 9 months ago

I think it's C. A is close but there's no requirement for Transition Architectures.

upvoted 1 times

scuzzy2010 3 years, 9 months ago

I think it's C. A is close but there's no requirement for Transition Architectures.After reading the question again, I think answer is C. It does mention Transition Architectures - " identify the work packages that will be included in the Transition Architecture(s)".I mean answer is 'A'!

upvoted 1 times

scuzzy2010 3 years, 9 months ago

After reading the question again, I think answer is C. It does mention Transition Architectures - " identify the work packages that will be included in the Transition Architecture(s)".

upvoted 1 times

scuzzy2010 3 years, 9 months ago

After reading the question again, I think answer is C. It does mention Transition Architectures - " identify the work packages that will be included in the Transition Architecture(s)".I mean answer is 'A'!

upvoted 1 times

scuzzy2010 3 years, 9 months ago

I mean answer is 'A'!

upvoted 1 times

mrg998 4 years, 1 month ago

Its C, 24.2 says use it as a planning tool.

upvoted 2 times

Sixty 4 years, 4 months ago

C seems to fit better with the standard 24.2 "This matrix can be used as a planning tool when creating work packages. The identified dependencies will drive the creation of projects and migration planning in Phases E and F."

upvoted 3 times

sammy811 4 years, 5 months ago

Its C - pg 240

upvoted 3 times

mjdfreeiotcloud 4 years, 7 months ago

C for me is the correcte answers, just about work package and not "factors impacting "

upvoted 3 times

Worldwide Mobile is a mobile telecommunications company formed through a series of mergers and acquisitions. They are yet to fully integrate the customer service systems for the most recent acquisitions, and as result, customer service has been a major concern for the Chief Technology Officer.
Results for the last two quarters have shown that Average Revenue Per User (ARPU) and the customer retention (Churn) rate have fallen below the industry average. The Corporate Marketing group has published some new finding about customer satisfaction. The customers appear to be switching to Air Light, a competitor, because of superior customer service. WorldwideMobile actually has better coverage in nearly all markets than Air Light, and good roaming agreement that keep rates low for business travellers. But customer satisfaction has remained low.
The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan. They have developed a business scenario which contains a good conceptual model of what needs to be done and also identifies the key requirements. This was used in preparing the proposal presented to the Executive Council and the Corporate Board.
The planning for the program has been underway for several months. WorldwideMobile has selected TOGAF 9 as the basis for its Enterprise Architecture.
The Corporate Board has approved funding for a multi-million Euro conversion to transition to a packaged Customer Service System. It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation. The Executive
Council has stated that the program should define specific initiatives to enable each regional business units to create an implementation of the Customer Service
System. The implementation must meet the needs of the business unit and still provide the information needed to enable major improvements to the customer.
You are serving as the Lead Architect for the Performance and Integrity project of the Customer Service System program.
The project has been chartered to address the architecture(s) required to support the Customer Service System from an infrastructure perspective. At present time, the project team is conducting an architecture development project that is focused on the customer self service capability, which was defined as part of the earlier strategic planning activities. This capability will enable customers to access their accounts, pay bills, request account reviews, and provision services from any web-enabled device.
The project team has gathered information about the self-service capability, developed a business scenario, and used the results to define an Architecture Vision for achieving the capability.
You have been asked to recommend the course of action to complete the project.
Based on TOGAF 9, which of the following is best answer?

A. In the remaining architecture definition phases, the project team should map out the capability in the Technology domain. In the Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architecture. Where possible, the Solution Building Blocks should be drawn from the Architecture Repository. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.

B. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information System and Technology domains. In the Phases E and F, the capability should be broken down into a set of increments that are sequenced into Transition Architectures that will lead to the realization of the Target Architecture. The resulting Solution Building Blocks will then provide the basis for the capability increment solutions. The complete Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conduction Compliance Assessments.

C. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information System and Technology domains. In the Phases E and F, the capability should be broken down into a set of increments that defines the Target Architecture. The Solution Building Blocks will provide the basis for the capability increment solutions. The complete Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.

D. The remaining architecture definition work should be focused on mapping out the technology and infrastructure capability in the Technology domain. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that will be implemented to realize the Target Architecture. The Solution Building Blocks will provide the basis for the completed Architecture Definition Document that will be submitted for approval. Upon approval, the implementation team will conduct Compliance Assessments to ensure that the self-service capability is compliant with the overall Enterprise Architecture.

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

TOM1000 Highly Voted 4 years, 2 months ago

B is the correct answer.I think it's B too. Question mentions that the Architecture Vision as been done, hence next step would be the Business, Information and Technology steps. Also, Transition Architectures would be required as it's a 5 year project but there are some things which can be implemented before then (for customer self service)

upvoted 8 times

TOM1000 Highly Voted 4 years, 2 months ago

B is the correct answer.

upvoted 8 times

scuzzy2010 3 years, 9 months ago

I think it's B too. Question mentions that the Architecture Vision as been done, hence next step would be the Business, Information and Technology steps. Also, Transition Architectures would be required as it's a 5 year project but there are some things which can be implemented before then (for customer self service)

upvoted 1 times

PratsMic Most Recent 2 years, 2 months ago

A & D does not address this "The Executive Council has stated that the program should define specific initiatives to enable each regional business unit to create an implementation of the Customer Service System. The implementation must meet the needs of the business unit and still provide the information needed to enable major improvements to the customer." between B & C B - Better puts it rightly "the capability should be broken down into a set of increments that are sequenced into Transition Architectures that will lead to the realization of the Target Architecture. " C - Not better than B put it as "the capability should be broken down into a set of increments that defines the Target Architecture. "

upvoted 2 times

hou0220 2 years, 3 months ago

Go for B mainly because B is the only answer involve Transition Architecture which address "It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation."

upvoted 1 times

JKLExTop 2 years, 5 months ago

You just finished the "Architecture Vision", or phase A. The next logical step is Phase B, C, D , which makes B the correct answer

upvoted 1 times

Prasadvd 3 years, 1 month ago

B IS the correct answer as it provides a way solution building blocks as well as transition architectures to to realize the program over the 5 yrs time. D does not provide a way to realize the target state over time

upvoted 2 times

qinghe 3 years, 10 months ago

B is too general for me, D mentions all the concerns to be addressed

upvoted 1 times

LunchTime 4 years, 1 month ago

D is the correct answer. Even though we are responsible for the technology domain, the biz and IS domains must be done first. That means answer A and D are not correct. B references doing transition architectures and C does not. As such, B is the correct answer.Implementation team cannot conduct compliance assessment. D is incorrect.

upvoted 3 times

LunchTime 4 years, 1 month ago

D is the correct answer. Even though we are responsible for the technology domain, the biz and IS domains must be done first. That means answer A and D are not correct. B references doing transition architectures and C does not. As such, B is the correct answer.

upvoted 3 times

elainexs 3 years ago

Implementation team cannot conduct compliance assessment. D is incorrect.

upvoted 5 times

susridey 4 years, 1 month ago

The project has been chartered to address the architecture(s) required to support the Customer Service System from an infrastructure perspective. --> From an infra perspective means only Technology architecture needs to be considered - thus D is the right answer

upvoted 2 times

sushmapatil 4 years, 6 months ago

D is the answer

upvoted 3 times

mjdfreeiotcloud 4 years, 7 months ago

28.4 Capabilities in an Enterprise Architecture Context

upvoted 2 times

Question #13 *Topic 1*

Scenario: AGEX Inc.
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.
You are serving as the Chief Architect.
As part of the process for establishing the Enterprise Architecture department, you have decided to create a set of principles to guide the activities.
You have been asked to recommend the best approach for this work.
Based on TOGAF 9, which of the following is the best answer?

A. 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.

B. 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.

C. You examine the mission statements for AGEX 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 AGEX. You then seek the endorsement of the CIO and senior management.

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

Suggested Answer: *D*
Official Answer: D

Community vote distribution
D (100%)

sameersoftyhcl Highly Voted 3 years, 7 months ago
20.4: Architecture Principles are typically developed by the Enterprise Architects, in conjunction with the key stakeholders, and are approved by the Architecture Board.
upvoted 10 times

miche_s87 Most Recent 1 year, 9 months ago

as stated in the comments below I go with D as well.

upvoted 1 times

rkustagi 2 years, 9 months ago

20.4 Developing Architecture Principles Architecture Principles are typically developed by the Enterprise Architects, in conjunction with the key stakeholders, and are approved by the Architecture Board. Architecture Principles will be informed by principles at the enterprise level, if they exist. Architecture Principles must be clearly traceable and clearly articulated to guide decisionmaking. They are chosen so as to ensure alignment of the architecture and implementation of the Target Architecture with business strategies and visions.

upvoted 2 times

Nicholas_The_King_Kong 2 years, 10 months ago

I think the key points here that lead to choice D is that the members of the review board are cross functional, and they are considered as key stakeholders

upvoted 1 times

TOM1000 3 years, 8 months ago

I would say B is correct.Incorrect, it's definitely D. Architecture principles are designed with the board.

upvoted 1 times

TOM1000 3 years, 8 months ago

I would say B is correct.

upvoted 1 times

mrg998 Highly Voted 3 years, 8 months ago

Incorrect, it's definitely D. Architecture principles are designed with the board.

upvoted 6 times

Question #14 *Topic 1*

Scenario:
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 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.
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?

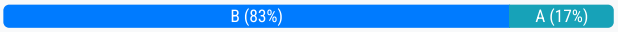
A. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. You would confirm 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.

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.

Suggested Answer: *B*
Official Answer: B

Community vote distribution


Divya07 Highly Voted 5 years, 9 months ago
B is correct Read the steps for Phase F,
upvoted 14 times

Karima_Karamilla Most Recent 11 months, 3 weeks ago
Because of the risks posed by the complexity of the current environment, a phased approach is needed to implement the target architectures » B doesn't adress this part of the scenario. But A does!
upvoted 1 times

CarlosPinheiro 2 years, 11 months ago
I guess the available resources and priorities for the project are not taken into account when assigning a business value to projects (See 13.3.2 Assign a Business Value to Each in https://pubs.opengroup.org/architecture/togaf9-doc/arch/index.html). Thus, I believe A = 5 points and B = 3

points.

upvoted 1 times

lxfmm 2 years, 12 months ago

A or B? Hard to choose.

upvoted 1 times

PratsMic 3 years, 2 months ago

so you have initial implementation plan and you need final implementation plan and the whole initiative is going to take 5 years - wont you pick D ???- You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle.

upvoted 1 times

hou0220 3 years, 3 months ago

Both A and B did not fully address the concerns. Option A missing coordination with other management frameworks to address "the company has a number of management frameworks in use.." Option B missing transition architectures to address "a phased approach is needed to implement the target architectures" I don't know which to choose!!wouldnt "a phased approach is needed to implement the target architectures" be more important than coordination with other management frameworks? in that case A should be better

upvoted 2 times

hou0220 3 years, 3 months ago

Both A and B did not fully address the concerns.

Option A missing coordination with other management frameworks to address "the company has a number of management frameworks in use.."

Option B missing transition architectures to address "a phased approach is needed to implement the target architectures"

I don't know which to choose!!

upvoted 2 times

user998877 2 years ago

wouldnt "a phased approach is needed to implement the target architectures" be more important than coordination with other management frameworks? in that case A should be better

upvoted 1 times

clementi 3 years, 5 months ago

In my opinion B is more correct but also A is correct. Maybe with B you get 5 points and with A 3 points.

upvoted 2 times

rkustagi 4 years, 3 months ago

Follows Phase F steps

upvoted 1 times

dassourav8903 4 years, 6 months ago

B is correct

upvoted 2 times

OPENSOFT 4 years, 9 months ago

They say : "The implementation and Migration Plan v0.1, the draft Architecture Roadmap", version 0.1 of Implementation and Migration Plan, so you are in Phase E. Next is the first step of phase F. : "Confirm management framework interactions...". Answer B. is correct

upvoted 2 times

faizy3 5 years, 2 months ago

B looks good based on steps of phase F in the togaf doc

upvoted 2 times

pankaj3284 5 years, 4 months ago

Correct Answer is B , for sure Page 148 The focus of Phase F is the creation of an Implementation and Migration Plan in co-operation with the project and portfolio managers.

upvoted 3 times

pankaj3284 5 years, 4 months ago

B is Correct

upvoted 2 times

venksfc 5 years, 10 months ago

A is correct due to BTRA

upvoted 1 times

venksfc 5 years, 10 months ago

A is correct due to BTRAIn My Opinion, BTRA is not important, because the risks were already handled. The next point, why not A - Lessons learnt should be the last step. B ist the best choice.

upvoted 1 times

lorik75 3 years, 7 months ago

In My Opinion, BTRA is not important, because the risks were already handled. The next point, why not A - Lessons learnt should be the last step. B ist the best choice.

upvoted 2 times

Question #15 *Topic 1*

Scenario:
You are serving as the Lead Architect for the enterprise architecture team at the prime contractor for the Dreadnought Unmanned Aircraft System program.
Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The decision has been made to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.
TOGAF 9 Is used for internal Enterprise Architecture activities, with an iterative approach for executing Architecture Development Method (ADM) projects.
At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch.
The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems.
The architect-re development project has put in place Its Architecture Capability for this project and has started a number of iteration cycles to develop the
Architecture. Some tasks to address concerns related to the Business Architecture have been completed. The next immediate task is to address the Information
Systems Architectures.
The Information Systems Architectures must address stakeholder concerns such as:
1. Which procurement-related business processes are supported by zero, one, or many existing applications?
2. What non-procurement applications will need to be integrated with any new procurement applications?
3. What data will need to be shared?
[Note: You may need to refer to TOGAF 9 Chapter 35 in order to answer this question.]
You have been asked to identify the most appropriate catalogs, matrices, and diagrams for this situation.
Based on TOGAF 9, which of the following is the best answer?

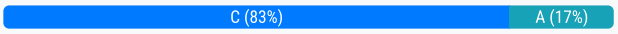
A. in the early iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture using a Data Entity/Data Component catalog. In the later Iterations of the Architecture Definition, you would describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix.

B. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.

C. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matrix. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.

D. In the early iterations of Architecture development, you would describe the Baseline Application Architecture with a Technology Portfolio catalog, and describe the Baseline Data Architecture with a Data diagram. In the later iterations of Architecture development, you would describe the Target Application Architecture with a System/Technology matrix, and describe the Target Data Architecture with a Data Dissemination diagram.

Suggested Answer: *C*
Official Answer: C

Community vote distribution


qinghe Highly Voted 4 years, 4 months ago
C is correct for me, as the User/Application Location diagram does not make sense in the scenario

upvoted 13 times

lorik75 Highly Voted 3 years, 1 month ago

my approach. Firstly the decision based on - develop from the scratch - Target Architecture first. So you have eliminated A and D. Then you need to compare B and C. All diagram names are OK, but in B there is User/Application Location diagram. There was no question (who?) because of that Location and User are irrelevant. Also: C ist the right answer.

upvoted 6 times

fras004 1 year, 5 months ago

Selected Answer: A

Option A is preferred because it best matches the standard TOGAF Baseline → Target method and uses the correct catalogs, matrices, and diagrams for each iteration phase—exactly what TOGAF practice exams usually call the “best” or “most appropriate” answer.

upvoted 1 times

fras004 1 year, 5 months ago

Option A is preferred because it best matches the standard TOGAF Baseline → Target method and uses the correct catalogs, matrices, and diagrams for each iteration phase—exactly what TOGAF practice exams usually call the “best” or “most appropriate” answer.But in this scenario the cio doesn’t bother keeping the baseline

upvoted 1 times

Karima_Karamilla Most Recent 11 months, 3 weeks ago

But in this scenario the cio doesn’t bother keeping the baseline

upvoted 1 times

arjuncaqua 1 year, 12 months ago

So the approach should be to develop Target Architecture first.. so B & C. But B has given System/Data matrix which doesn't exist thus C is the Best Answer.

upvoted 1 times

lxfmm 2 years, 5 months ago

no particularly useful architectual assets, so shall be baseline first. stakeholder's concern 2 need application communication diagram, which doesn't in answer D. So, A

upvoted 2 times

JKLExTop 2 years, 11 months ago

"The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems." Meaning TARGET first "Data Entity/Business Function matrix" makes C the correct answer

upvoted 4 times

Prasadvd 3 years, 7 months ago

I agree with the target first approach given the statement "The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems". I have a question though, why would you then go and create a baseline architecture? Does the new target architecture become the baseline?

upvoted 1 times

Prasadvd 3 years, 7 months ago

I agree with the target first approach given the statement "The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems". I have a question though, why would you then go and create a baseline architecture? Does the new target architecture become the baseline?Never mind my question, I got my answer: Target First: in this style, the target solution is elaborated in detail and then mapped back to the baseline, in order to identify change activity This process is suitable when a target state is agreed at a high level and where the enterprise wishes to effectively transition to the target model

upvoted 1 times

Prasadvd 3 years, 7 months ago

Never mind my question, I got my answer: Target First: in this style, the target solution is elaborated in detail and then mapped back to the baseline, in order to identify change activity This process is suitable when a target state is agreed at a high level and where the enterprise wishes to effectively transition to the target model

upvoted 1 times

rkustagi 3 years, 9 months ago

CIO is not concerned about retaining the existing platform, This is Target first as they have decided to use COTS Choice C is correct

upvoted 1 times

mrg998 4 years, 7 months ago

Its going to be B or C. Target first which means one of them 2. I rule B out because it has user location diagram which is useless as per requirements. C is correct.

upvoted 1 times

youthanasia 4 years, 10 months ago

A is the answer for me. Point 1 and 2 require a system function matrix, and Point 3 would be completed in the data matrix. Also, baseline before target in most scenarios.Answer B. I change my mind today. Point 1 and 2 require a system function matrix, and Point 3 would be completed in the data matrix. These points are still satisfied. As we are using COTS, I would go Target before Baseline as we have a high level overview of the target infrastructure. Target First: in this style, the target solution is elaborated in detail and then mapped back to the baseline, in order to identify change activity This process is suitable when a target state is agreed at a high level and where the enterprise wishes to effectively transition to the target model

upvoted 1 times

youthanasia 4 years, 10 months ago

A is the answer for me. Point 1 and 2 require a system function matrix, and Point 3 would be completed in the data matrix. Also, baseline before target in most scenarios.

upvoted 1 times

youthanasia 4 years, 9 months ago

Answer B. I change my mind today. Point 1 and 2 require a system function matrix, and Point 3 would be completed in the data matrix. These points are still satisfied. As we are using COTS, I would go Target before Baseline as we have a high level overview of the target infrastructure. Target First: in this style, the target solution is elaborated in detail and then mapped back to the baseline, in order to identify change activity This process is suitable when a target state is agreed at a high level and where the enterprise wishes to effectively transition to the target model

upvoted 2 times

Question #16 *Topic 1*

Scenario:
You have been appointed as a consultant to the Lead Enterprise Architect of an international agricultural company that exports bulbs, flowers and seeds worldwide. The company has its headquarters in the Netherlands, and has sales and distribution centers in over 30 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 team 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.
The international operations of the company are subject to legal and regulatory requirements for each country where they operate. The production of genetically modified seeds has governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was developing pest-resistant seeds.
The Governing Board is concerned about the risks posed in this complex global environment, and as a result has approved the expenditure of resources to establish an Enterprise Architecture program. They have requested to be informed 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 framework for the development and evolution of the Enterprise Architecture practice. The Preliminary Phase has been completed to establish the enterprise architecture capability for this project.
You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Governing Board, legal staff, auditors and the research organization.
Based on TOGAF 9, which of the following is the best answer?

A. You recommend that each project architecture activity is developed using a consistent modeling approach that is uniform across all architecture projects. Each architecture should be defined based on this fixed set of models so that all concerned parties can examine the models to ensure that their issues and concerns have been addressed.

B. You recommend that a special report be created for those groups that have sufficient power and level of interest. This report should summarize the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders1 requirements.

C. You recommend that a set of models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulations. Stakeholders should then view the models to verify that their concerns have been properly addressed.

D. You recommend that a stakeholder map be developed. This will allow the architects to define groups of stakeholders that share common concerns. A set of views should be defined to address the concerns for each group of stakeholders. Architecture models should then be created for each view to address the stakeholders' concerns.

Suggested Answer: *D*
Official Answer: D

Community vote distribution
D (100%)

Prince_C Highly Voted 4 years, 5 months ago
Answer is D because of the Stakeholder Map, an essential item to deal with all the relevant stakeholders
upvoted 13 times

Prince_C Highly Voted 4 years, 5 months ago
Answer is D
upvoted 8 times

JKLExTop Most Recent 1 year, 11 months ago
Too many stakeholder concerns. Only a map can address it. D is the correct answer
upvoted 1 times

lorik75 2 years, 1 month ago

Each location has own special rules. we should consider all the locations possible to violate: A - incorrect - because fixed set of views ist not enough B - incorrect - only Stakeholder with the POWER C - second best choise, but in my opinion, i can develop set of views fist, when I can the all regulations...so I need to identify them D - the best one: I identify and then develop the views...

upvoted 2 times

rkustagi 2 years, 9 months ago

The answer is D. Stakeholder Map, is an essential tool to understand relevant stakeholders and their influence

upvoted 1 times

Edgarrt 2 years, 11 months ago

I think is D, but same casi is in Question 8 but in that case ans is C. I am a little confused

upvoted 1 times

qinghe 3 years, 4 months ago

I think answer is D, but funny thing is I have see the same question has been in the list with Answer C

upvoted 2 times

LunchTime 3 years, 6 months ago

The correct answer is “C”. As youthanasia states correctly, the answer has to be a target first approach since they are using a COTS package and the CIO is not concerned about preserving the existing systems (see section 18.4 of the TOGAF 9.2 spec “Approaches to Architecture Development”). Therefore, the answer has to be either B or C. Both answers are reasonable, but what makes C the best, and hence correct answer, is the statement in section 12.3.3 of the 9.2 spec “A recommended technique for determining the dependencies is to use sets of views such as the Business Interaction matrix, the Data Entity/Business Function matrix, and the Application/Function matrix to completely relate elements from different architectural domains.” Answer B includes the “Data Entity/Business Function matrix” which answer B does not. As such, answer C better addresses the stakeholder concern “What non-procurement applications will need to be integrated with any new procurement applications?”

upvoted 1 times

HD15 3 years, 9 months ago

I feel Ans should be C.

upvoted 1 times

senthilkumars 3 years, 10 months ago

Answer C: This ensures local regulations then comes to Stakeholder concerns

upvoted 1 times

senthilkumars 3 years, 10 months ago

Answer C: This ensures local regulations then comes to Stakeholder concernsLocal regulations are a stakeholders concern. Answer is D.Also, viewing the models to determine if they address the concerns is not the approach. The approach is the other way around.

upvoted 1 times

LunchTime 3 years, 7 months ago

Local regulations are a stakeholders concern. Answer is D.

upvoted 2 times

LunchTime 3 years, 7 months ago

Local regulations are a stakeholders concern. Answer is D.Also, viewing the models to determine if they address the concerns is not the approach. The approach is the other way around.

upvoted 2 times

LunchTime 3 years, 7 months ago

Also, viewing the models to determine if they address the concerns is not the approach. The approach is the other way around.

upvoted 1 times

tomvik 4 years, 7 months ago

Ans is C

upvoted 1 times

Question #17 *Topic 1*

Scenario:
You are the Lead Enterprise Architect in a company that specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. The company has manufacturing facilities located in Illinois, Nebraska, and Manitoba. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturer's 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 improved blade longevity. The company 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.
The company has a mature Enterprise Architecture organization that is supported by a cross-functional Architecture Board. The Chief Information Officer and the
Chief Operating Officer co-sponsor the Enterprise Architecture program.
TOGAF 9 and its Architecture Development Method (ADM) are used to develop the automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies.
Recently, a pilot architecture project was completed at a single location 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 Architecture Board 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, sponsor of the activity, has expressed concern that a uniform process be employed at each location to ensure consistency.
You have been asked to recommend the best approach to address the Chief Engineer's concern.
Based on TOGAF 9, which of the following is the best answer?

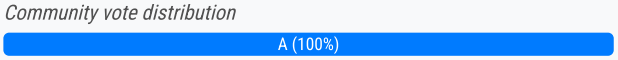
A. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract. You 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 issued Architecture Contracts to manage the architecture governance processes for the project across the locations. You deploy monitoring tools to assess the performance of the completed blade 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.

Suggested Answer: *A*
Official Answer: A

Community vote distribution


Krishna4u Highly Voted 4 years, 11 months ago

Hi Victor, A seems correct, in the question, it was already mentioned that there are different contracts for each locations.

upvoted 9 times

pankaj3284 Highly Voted 4 years, 4 months ago

Answer is A as there is no term like Memorandom of Understanding in TOGAF ,so must be A

upvoted 5 times

HN6366 Most Recent 1 year, 10 months ago

IS the lead architect responsible for legal stuff? "you ensure that it is a legally enforceable contract"

upvoted 1 times

PratsMic 2 years, 2 months ago

A - Right B - Wrong - Arch Contracts exists why create? C - Wrong - Arch Contracts exists why create? D - Wrong - if deviation is detected without discussion you are modifying contract

upvoted 2 times

Sumit2107 2 years, 4 months ago

B and C are incorrect as they are mentioning "You create Architecture Contracts" while the contracts are already created. Also, D mentions submitting a new Request of Work, which is not needed here, as this can be done by using the Iteration Cycle ADM technique. So A looks to be correct.

upvoted 2 times

Watad 2 years, 5 months ago

Answer is A

upvoted 1 times

lorik75 2 years, 7 months ago

A: Best one: Internal governance - there is lesser problem with losing the secrets B: is OK, but external - Problem with the "certain trade secrets must be closely guarded" C : if a deviation from the Architecture Contract is detected,the Architecture Board grant a dispensation to allow (doesn't matter what, it will be granted) D : We don't need need Architecture definition. Dispansation is enough

upvoted 1 times

aurzau 2 years, 10 months ago

Answer is A. I got 100% and this was one of my questions.

upvoted 1 times

rkustagi 3 years, 3 months ago

Choice A is best as the Architecture contract is developed already B & C are not correct. D is distractor

upvoted 1 times

SVGNR 3 years, 3 months ago

Architecture Contract covers internal Organizations also and TOGAF specification does not mention MoU anywhere . See https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap43.html Read the following part "At the beginning of Phase G (Implementation Governance), between the architecture function and the function responsible for implementing the Enterprise Architecture defined in the preceding ADM phases; typically, this will be either the in-house systems development function, or a major contractor to whom the work is outsourced" So the correct answer is A and not B as some may think

upvoted 1 times

rumnet 3 years, 8 months ago

Answer is A. there is another version of this scenario where the contracts have not yet been developed. In that other case, the answer is the same but begins with "you create a contract" . in this case, the contracts are already done, so its exactly the same ending, just starting with "you REVIEW the contracts". :)

upvoted 3 times

rumnet 3 years, 8 months ago

Answer is A. there is another version of this scenario where the contracts have not yet been developed. In that other case, the answer is the same but begins with "you create a contract" . in this case, the contracts are already done, so its exactly the same ending, just starting with "you REVIEW the contracts". :)Good catch. The only thing I am not sure of is - Architecture Contract for 'each location'.

upvoted 3 times

tushmish 3 years, 4 months ago

Good catch. The only thing I am not sure of is - Architecture Contract for 'each location'.

upvoted 1 times

Divya07 4 years, 9 months ago

B is correct. EA does not schedule Reviews.Architecture Contracts are already developed, so EA does not have to create it again. I think A is correct.

upvoted 2 times

Divya07 4 years, 9 months ago

B is correct. EA does not schedule Reviews.

upvoted 2 times

sameersoftyhcl 4 years, 1 month ago

Architecture Contracts are already developed, so EA does not have to create it again. I think A is correct.

upvoted 1 times

Victor6510 4 years, 11 months ago

Sponsor's concern is to have a uniform process, while answer A is assuming different contracts which doesn't address stakeholder's concern.

upvoted 2 times

Question #18 *Topic 1*

Scenario:
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.
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 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 implementation team and the business unit personnel who will be involved in the migration process. 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 9 has been selected for use for the Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.
In the Preliminary Phase you need to define suitable policies and ensure that the company has the appropriate capability to address the concerns of the Corporate
Board.
Based on TOGAF 9, which of the following is the best answer?

A. You start by clarifying the intent that the Board has for raising these concerns. 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 a comprehensive security architecture and that this be considered an additional domain architecture.

B. You evaluate the implications of the Board's concerns by examining the security and regulatory impacts on business goals, business drivers and objectives. Based on your understanding, you then update the current security policy to include an emphasis on the concerns. You define architecture principles to form constraints on the architecture work to be undertaken in the project. You then allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

C. You identify and document the security and regulatory requirements for the application and the data being collected. You ensure that written policies are put in place to address the requirements, and that they are communicated across the organization, together with appropriate training for key employees. You identify constraints on the architecture and communicate those to the architecture team. You establish an agreement with the security architects defining their role within the ongoing architecture project.

D. You evaluate the implications of the concerns raised by the Corporate Board 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 concerns. You allocate a security architect to oversee the implementation of the new application that is being developed.

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (77%) B (15%) D (8%)

Prince_C Highly Voted 5 years, 5 months ago
Ans is B
upvoted 10 times

Prince_C Highly Voted 5 years, 5 months ago

Ans is BCannot be B. Enterprise Architects do not update current security policy.Architecture team (specifically the Security Architect) is responsible for the security policy. Refer to https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap21.html 21.5 Preliminary Phase " The security policy should be examined to find relevant sections, and updated if necessary. Architecture constraints established in the security policy must be communicated to the other members of the architecture team."

upvoted 10 times

rbaggio 5 years ago

Cannot be B. Enterprise Architects do not update current security policy.Architecture team (specifically the Security Architect) is responsible for the security policy. Refer to https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap21.html 21.5 Preliminary Phase " The security policy should be examined to find relevant sections, and updated if necessary. Architecture constraints established in the security policy must be communicated to the other members of the architecture team."

upvoted 4 times

scuzzy2010 4 years, 3 months ago

Architecture team (specifically the Security Architect) is responsible for the security policy. Refer to https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap21.html 21.5 Preliminary Phase " The security policy should be examined to find relevant sections, and updated if necessary. Architecture constraints established in the security policy must be communicated to the other members of the architecture team."

upvoted 3 times

SVGNR 3 years, 9 months ago

Here is how you decipher the right answer for this question Option A is not correct - This answer is very light on Architecture principles which is what the ASK of the question. While the answer as a general approach is not wrong ,but does nor address the key question around " Suitable Policies" – So not a right answer .. Option B is not correct because of the following sentence.."Based on your understanding,...." -It's never on the basis of your understanding …) Option D is not correct because - Request for Architecture Work should come from the sponsoring Organization and not from the Architecture function ..So not the right answer " Option C is the correct answer ..

upvoted 10 times

Red8aron 2 years, 7 months ago

In this scenario, the Corporate Board is concerned about the management and safeguarding of confidential customer information in a secure manner, while meeting or exceeding legal requirements. Option B talks about evaluating the implications of the concerns and updating the security policy, but it does not explicitly mention the need to identify and document specific security and regulatory requirements. Option C, on the other hand, directly addresses the concern by stating that you should identify and document the security and regulatory requirements for the application and data being collected. This is a crucial step in understanding the specific security needs and legal requirements related to the new application. Option C also emphasizes the importance of written policies to address the requirements and communicating them across the organization, along with appropriate training for key employees. This ensures that everyone involved understands the security measures and complies with them.C describes in detail the requirements management phase steps

upvoted 5 times

Red8aron 2 years, 7 months ago

Selected Answer: C

In this scenario, the Corporate Board is concerned about the management and safeguarding of confidential customer information in a secure manner, while meeting or exceeding legal requirements. Option B talks about evaluating the implications of the concerns and updating the security policy, but it does not explicitly mention the need to identify and document specific security and regulatory requirements.

Option C, on the other hand, directly addresses the concern by stating that you should identify and document the security and regulatory requirements for the application and data being collected. This is a crucial step in understanding the specific security needs and legal requirements related to the new application.

Option C also emphasizes the importance of written policies to address the requirements and communicating them across the organization, along with appropriate training for key employees. This ensures that everyone involved understands the security measures and complies with them.

upvoted 5 times

el3ctronick Most Recent 1 year, 11 months ago

C describes in detail the requirements management phase steps

upvoted 1 times

hou0220 2 years, 9 months ago

Answer is B Can't find "updating security policy" in TOGAF 9.2 Book. Other than this, the rest make sense. Defining architecture principles is an activity in preliminary phase. TOGAF 9.2 Chap 20.5 Point 6 "The Implications statements within an Architecture Principle provide an outline of the key tasks, resources, and potential costs to the enterprise of following the principle;" --> address the primary goals in coordinating efforts between the

implementation team and the business unit personnel who will be involved in the migration process. TOGAF 9.2 Chap 20.5 Point 7 "Support the Architecture Governance activities - Architecture Compliance" --> Address Corporate Board concern about meeting legal requirements security is a cross-cutting concern --> security considerations are included in the architecture planning for all domains

upvoted 1 times

moshos 2 years, 10 months ago

Correct answer: B

upvoted 1 times

Buggie 2 years, 10 months ago

Should be D. This is preliminary stage

upvoted 1 times

Watad 2 years, 11 months ago

Answer is C, since B has "based on your understanding", which should never be in TOGAF

upvoted 2 times

sks414 3 years, 1 month ago

Answer should be B , security and regulatory impact assessment should be across enterprise and its scope . Tailor the TOGAF and integrate security layer framework then EA should be able to onboard security architect skills capability to update security policy and define security principle. Not making sense applying security and regulatory requirements in information systems layer and leaving out Business and technology layer.

upvoted 1 times

Qman2022 3 years, 1 month ago

Allocation of resource is not part of Architecture team. so B and D is not relevant here. now have A and C both can be potential to good answer. the reason I chose C is since company is worried about the security impact so it also needs to train this employee on the new principles . Hence D is correct.I mean C is correct

upvoted 3 times

Qman2022 3 years, 1 month ago

Allocation of resource is not part of Architecture team. so B and D is not relevant here. now have A and C both can be potential to good answer. the reason I chose C is since company is worried about the security impact so it also needs to train this employee on the new principles . Hence D is correct.

upvoted 3 times

Qman2022 3 years, 1 month ago

I mean C is correct

upvoted 1 times

mericov 3 years, 5 months ago

- Update Security Policy based on regulatory and security policy requirements and communicate across the organization - Define and establish Enterprise Architecture team and organization: "agreement with the security architects defining their role within the ongoing architecture project"

upvoted 1 times

rkustagi 3 years, 9 months ago

C is best answer

upvoted 2 times

Edgarrt 3 years, 11 months ago

Must be D, we are in preliminary phase so there arent business goalsi mean must be C. sorry

upvoted 1 times

Edgarrt 3 years, 11 months ago

Selected Answer: D

Must be D, we are in preliminary phase so there arent business goals

upvoted 1 times

Edgarrt 3 years, 11 months ago

i mean must be C. sorry

upvoted 1 times

rumnet 4 years, 2 months ago

this is another version of a similar question , but with the difference that the company already has a team of security architects. the answer should still be B because the EA will still need to allocate a security architect. the allocation just comes from an internal resource. Nothing changes.

upvoted 2 times

LunchTime 4 years, 7 months ago

B is correct. A is incorrect as security needs to be built into each domain. B is correct. Rbaggio seems caught up in “Enterprise Architectures do not update current security policy”. The spec makes no mention of an EA not doing this. C is incorrect as it only addresses security in the Information

System phase (data and applications). D is incorrect as security should not be a separate project.The concern is about an application and customer data so i think is valid to focus on phase C

upvoted 4 times

LunchTime 4 years, 7 months ago

B is correct. A is incorrect as security needs to be built into each domain. B is correct. Rbaggio seems caught up in “Enterprise Architectures do not update current security policy”. The spec makes no mention of an EA not doing this. C is incorrect as it only addresses security in the Information System phase (data and applications). D is incorrect as security should not be a separate project.

upvoted 4 times

Edgarrt 3 years, 11 months ago

The concern is about an application and customer data so i think is valid to focus on phase C

upvoted 2 times

mrg998 4 years, 7 months ago

The answer is C, security policy needs to be communicated with the entire org.

upvoted 2 times

HD15 4 years, 9 months ago

If the security architect team is already allocated, why do we need to allocate again.. that will filter down the answers.

upvoted 3 times

Victor6510 5 years, 5 months ago

Ans B should be more correct as it includes the architecture principles which is a key activity in Preliminary phase

upvoted 3 times

Victor6510 5 years, 5 months ago

Ans B should be more correct as it includes the architecture principles which is a key activity in Preliminary phaseArchitecture principles are created in line with Business strategy and goals and not vis versaCannot be B. Enterprise Architects do not update current security policy.

upvoted 3 times

Divya07 5 years, 3 months ago

Architecture principles are created in line with Business strategy and goals and not vis versa

upvoted 1 times

rbaggio 5 years ago

Cannot be B. Enterprise Architects do not update current security policy.

upvoted 4 times

Question #19 *Topic 1*

Scenario:
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.
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.

Suggested Answer: *D*
Official Answer: D

Community vote distribution
A (67%) D (33%)

chandank Highly Voted 5 years ago
Answer: A. Architectural Definition of Bounded Change Initiatives

Architecture Development (Target First)

Transition Planning

Focus on elaborating the target to meet a previously defined and agreed vision, scope, or set of constraints. Use the target as a basis for analysis to avoid perpetuation of baseline, sub-optimal architectures.
upvoted 20 times

chandank Highly Voted 5 years ago

Answer: A. Architectural Definition of Bounded Change Initiatives Architecture Development (Target First) Transition Planning Focus on elaborating the target to meet a previously defined and agreed vision, scope, or set of constraints. Use the target as a basis for analysis to avoid perpetuation of baseline, sub-optimal architectures.but the target should be mapped to the baseline in order to identify change activity before transition Planning

upvoted 20 times

Karima_Karamilla Most Recent 11 months, 2 weeks ago

but the target should be mapped to the baseline in order to identify change activity before transition Planning

upvoted 1 times

Divya07 4 years, 9 months ago

it should be A check out https://pubs.opengroup.org/architecture/togaf92-doc/m/chap18.html - section 18.4 for Togaf 9.2

upvoted 10 times

CarlosPinheiro 1 year, 11 months ago

I think the question is related to Architectural Engagement. In specific to the Architectural Definition of Bounded Change Initiatives. The strategic vision and the need for change have already been agreed upon and approved. The vision also represents the CIO Visio, not the EA vision. So, i guess the next step should be to get into a preliminary phase and Phase A to develop that architectural vision. This is why A is the best answer and not C.

upvoted 1 times

Red8aron 2 years, 1 month ago

In the TOGAF Architecture Development Method (ADM), the target architecture is developed before the implementation or transition planning. The target architecture represents the desired future state of the organization's architecture and is based on the business requirements, goals, and objectives identified during the architecture development process.

upvoted 1 times

anotherstori 2 years, 1 month ago

Answer should be C. What the external firm did is akin to the Architecture Vision phase. Now, B-D are needed. Answer A says so too but doesn't elaborate.

upvoted 2 times

aurzau 2 years, 10 months ago

Answer is A. I got 100% and this was one of my questions.

upvoted 7 times

khaled890 3 years, 1 month ago

it's Nabil that say it :)

upvoted 1 times

Prasadvd 3 years, 1 month ago

A makes most sense as this satisfies Bounded initiative with a target first approach as well provides for transition palnning across the business units

upvoted 1 times

Kmkmk12 3 years, 1 month ago

Answer should be A - We start with the Target Architecture

upvoted 1 times

rkustagi 3 years, 3 months ago

The answer is D. This deals with current capability and transition architectures that eventually move organisation to Target architecture"This will identify retirements " this disqualifies D. Given scenario states "This recently completed with approval of a strategic architecture encompassing the entire firm, including detailed requirements and recommendations"B also says about identify requirements.

upvoted 2 times

rkustagi 3 years, 3 months ago

Selected Answer: D

The answer is D. This deals with current capability and transition architectures that eventually move organisation to Target architecture

upvoted 2 times

BNSRK 2 years, 9 months ago

"This will identify retirements " this disqualifies D. Given scenario states "This recently completed with approval of a strategic architecture encompassing the entire firm, including detailed requirements and recommendations"

upvoted 1 times

BNSRK 2 years, 9 months ago

"This will identify retirements " this disqualifies D. Given scenario states "This recently completed with approval of a strategic architecture encompassing the entire firm, including detailed requirements and recommendations"B also says about identify requirements.

upvoted 1 times

BNSRK 2 years, 9 months ago

B also says about identify requirements.

upvoted 1 times

OPENSOFT 3 years, 9 months ago

Why can't be B? Beteween A. and B. I dont understand why can't be B.

upvoted 2 times

sameersoftyhcl 4 years, 1 month ago

I think D is the right answer because: Bounded Change Initiative is only applicable as below: [Focus on elaborating the target to meet a previously defined and agreed vision, scope, or set of constraints. Use the target as a basis for analysis to avoid perpetuation of baseline, suboptimal architectures.] But in this case, the Org has already decided to use Packaged APPLICATION INTEGRATION suite. So we need to start with baseline Technology Architecture.TOGAF prefers TopDown appraoch - Target first then baseline. Baseline first would only be present if there is no Baseline at all AND solution that is in mind is not packed Off-The-Shelf product. In all other cases Target comes first.

upvoted 2 times

sameersoftyhcl 4 years, 1 month ago

I think D is the right answer because: Bounded Change Initiative is only applicable as below: [Focus on elaborating the target to meet a previously defined and agreed vision, scope, or set of constraints. Use the target as a basis for analysis to avoid perpetuation of baseline, suboptimal architectures.]

But in this case, the Org has already decided to use Packaged APPLICATION INTEGRATION suite. So we need to start with baseline Technology Architecture.

upvoted 2 times

93madox 2 years, 5 months ago

TOGAF prefers TopDown appraoch - Target first then baseline. Baseline first would only be present if there is no Baseline at all AND solution that is in mind is not packed Off-The-Shelf product. In all other cases Target comes first.

upvoted 1 times

mrg998 4 years, 1 month ago

Answer is A. A friend got this in the exam, answered A and got 100%.

upvoted 5 times

Prince_C 4 years, 11 months ago

Answer is A

upvoted 4 times

gomzee123 5 years ago

Answer should be C. Business Stratergy is still reviewed.

upvoted 2 times

tomvik 5 years, 1 month ago

Ans should be C , We focus on Target Architecture but need to through with all ADM phases to gather requirement for each architecture domain.Because B to D is not an iteration. Going only from B-D doesnt touch SBBs, nor Transition. Here we have packed solution that is already selected.

upvoted 4 times

tomvik 5 years, 1 month ago

Ans should be C , We focus on Target Architecture but need to through with all ADM phases to gather requirement for each architecture domain.

upvoted 4 times

93madox 2 years, 5 months ago

Because B to D is not an iteration. Going only from B-D doesnt touch SBBs, nor Transition. Here we have packed solution that is already selected.

upvoted 3 times

Sankar88 5 years, 1 month ago

It should have been A, because old systems are acquired ones and when new common system for entire enterprise is adopted, why do we want to care about baseline first architecture approach ?

upvoted 4 times

Question #20 *Topic 1*

Scenario:
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.
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.

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (73%) A (27%)

mrg998 Highly Voted 4 years, 1 month ago
Answer C, only one that measures risk.
upvoted 7 times

Falconion Highly Voted 2 years, 5 months ago
C is the correct answer, because the main concerns are adressed: "the EA team will need to assess the risks associated with the proposed architecture" --> Business Transformation Readiness Assessment: Phase E (step 12.3.7) "they are not sure it can produce sufficient value to warrant the attendant risks" --> Business Value Assessment: Phase F (step 13.3.2)
upvoted 5 times

Dlaks Most Recent 1 year, 8 months ago

Should be A as BTR is required to review the organization's readiness to undergo change.

upvoted 1 times

Red8aron 2 years, 1 month ago

Option C mentions the Business Transformation Readiness Assessment technique, which is useful for identifying risks and improvement actions, but it does not address the need to consolidate gap analysis results and determine Transition Architectures.

upvoted 1 times

kaishiden 2 years, 4 months ago

Should be A. "The EA team should assess the readiness of the organization to undergo change" -> This is the same as Business Transformation Readiness Assessment. Assessing risk is part of it. Plus, there's a mention of Review and Consolidate Gap Analysis Results from Phases B to D in A.A also makes sense. But I also decided to go for C as there are more TOGAF wording in it. Also I interpreted the statement "The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan" that you can go the effort und do a BTRA in Phase F.

upvoted 2 times

kaishiden 2 years, 4 months ago

Selected Answer: A

Should be A. "The EA team should assess the readiness of the organization to undergo change" -> This is the same as Business Transformation Readiness Assessment. Assessing risk is part of it. Plus, there's a mention of Review and Consolidate Gap Analysis Results from Phases B to D in A.

upvoted 2 times

miche_s87 2 years, 3 months ago

A also makes sense. But I also decided to go for C as there are more TOGAF wording in it. Also I interpreted the statement "The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan" that you can go the effort und do a BTRA in Phase F.

upvoted 1 times

rkustagi 3 years, 3 months ago

The answer is C. it mentions Business Transformation Readiness Assessment and Business value assessment both provide Risk analysis required for implementation and migration

upvoted 3 times

Question #21 *Topic 1*

Scenario:
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.
[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

Suggested Answer: *B*
Official Answer: B

Community vote distribution
B (100%)

lorik75 Most Recent 2 years, 1 month ago
B: Business continuity = reliability, Data shared, Data Access and Data Security = Security; Reduce IT stuff = Maximize Benefit; One App for all = Common-Application
upvoted 3 times

rkustagi 2 years, 9 months ago
business continuity, Data security, Maximize Benefit makes Option B best answer
upvoted 3 times

aameerak 3 years, 2 months ago
business continuity is the one which provides the reliability which is one of the concerns
upvoted 3 times

dave256 3 years, 5 months ago
Can someone explain why business continuity fits the case here ?
upvoted 2 times

dave256 3 years, 5 months ago

Can someone explain why business continuity fits the case here ?Because systems are remotely managed from a central location, there need to be a business continuity plans in place if the central location is unavailable , e.g. due to natural disaster

upvoted 2 times

scuzzy2010 3 years, 3 months ago

Because systems are remotely managed from a central location, there need to be a business continuity plans in place if the central location is unavailable , e.g. due to natural disaster

upvoted 2 times

sanjepau 3 years, 6 months ago

B is the correct answer, as it talks about the common system, benefits of the enterprise, and also data security (concern of the stakeholder).

upvoted 3 times

Question #22 *Topic 1*

Scenario:
You have been assigned the role of Lead Enterprise Architect for a manufacturing firm that specializes in musical instruments. The firm has been established for over 100 years, operating in North America for most of that time. In the last ten years, the firm has expanded into European markets and will soon establish a market in Latin America. A future expansion into the Asia Pacific region is also planned.
The firm is organized into several business units that each focus on manufacturing particular families of instruments such as brass, woodwind, and percussion.
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 pint 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 four 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 architecture and how to manage the associated risks.
You have been asked how to address the concerns of the CIO.
Based on TOGAF 9, which of the following is the best answer?

A. In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful introduction of the architecture into the organization. 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 architecture.

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 architecture.

C. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization. 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 architecture.

D. In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting retirements. Once the retirements 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.

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (100%)

Prince_C Highly Voted 4 years, 5 months ago
Answer C is right BTRA is done in phase A which covers the risk assessment
upvoted 12 times

chandank Highly Voted 4 years, 7 months ago
BTRA is first done in phase A
upvoted 6 times

93madox 1 year, 11 months ago

BTRA - for risks. Potential candidate would be D - as per the phase and what should happen in it, but Business Scenarios are for requirements.Furthermore - question is asking about adoption to the proposed architecture.

upvoted 1 times

93madox 1 year, 11 months ago

Selected Answer: C

BTRA - for risks. Potential candidate would be D - as per the phase and what should happen in it, but Business Scenarios are for requirements.

upvoted 1 times

93madox 1 year, 11 months ago

Furthermore - question is asking about adoption to the proposed architecture.

upvoted 1 times

rkustagi 2 years, 9 months ago

Business Transformation Readiness Assessment makes choice C best one

upvoted 2 times

Edgarrt 2 years, 11 months ago

Enterprise Architecture is a major endeavor within an organization and most often an innovative Architecture Vision (Phase A) and supporting Architecture Definition (Phases B to D) will entail considerable change.

upvoted 1 times

LunchTime 3 years, 6 months ago

C is the correct answer. A: Incorrect. This is done in phase A and not phase B. B: Incorrect: The “Implementation Factor Assessment and Deduction Matrix” is used in phase E / F and not phase B. C: Correct. This is what the BTRA is meant for. D: Incorrect: A business scenario is used to validate, elaborate and /or change the premise behind an architecture effort by understanding and documenting the key elements of a business Scenario. So yes, it generates the requirements. However, there may be risks which are NOT associated with the requirements – i.e., risks from the organizational structure, lack of resource commitment, etc. As such, answer C, and the BTRA is a better answer.

upvoted 5 times

mrg998 3 years, 7 months ago

You are assessing risk, only option that does this is C.

upvoted 1 times

pankaj3284 3 years, 10 months ago

right answer is C , BTRA is done in phase A first

upvoted 2 times

pankaj3284 3 years, 10 months ago

Answer is C , Transformation readiness first done in Phase A

upvoted 2 times

tomvik 4 years, 7 months ago

Answer should be D , Business Transformation readiness assessment technique is Initiated in Phase E, Completed in Phase F and monitored in Phase G

upvoted 1 times

tomvik 4 years, 7 months ago

Answer should be D , Business Transformation readiness assessment technique is Initiated in Phase E, Completed in Phase F and monitored in Phase GPhase E is using the results from BTRA, but the assessment needs to be carried in Phase A, hence CPhase A 6.3.5 Assess Readiness for Business Transformation: A Business Transformation Readiness Assessment can be used to evaluate and quantify the organization's readiness to undergo a change.according to TOGAF, BTR assessement is initiated in Phase A

upvoted 1 times

93madox 1 year, 11 months ago

Phase E is using the results from BTRA, but the assessment needs to be carried in Phase A, hence C

upvoted 2 times

Sixty 3 years, 10 months ago

Phase A 6.3.5 Assess Readiness for Business Transformation: A Business Transformation Readiness Assessment can be used to evaluate and quantify the organization's readiness to undergo a change.

upvoted 4 times

Karima_Karamilla Most Recent 11 months, 2 weeks ago

according to TOGAF, BTR assessement is initiated in Phase A

upvoted 1 times

Question #23 *Topic 1*

Scenario:
You are the Lead Architect for a firm that manufactures ball bearings used in industrial equipment applications. They have manufacturing operations in several cities in the United States, Germany, and the United Kingdom.
The firm has traditionally allowed each manufacturing plant to drive its own production planning systems. Each plant has its own custom Materials Requirements
Planning, Master Production Scheduling, Bill of Materials, and Shop Floor Control systems.
"Just In Time" manufacturing techniques are used to minimize wastes caused by excessive inventory and work in process. The increasingly competitive business environment has compelled the firm to improve its business capability to be more responsive to the needs of industrial customers. To support this capability, the firm has decided to implement an Enterprise Resource Planning (ERP) solution that will enable it to better coordinate its manufacturing capacity to match the demands for its products across all plants. In addition, there are also new European regulations coming into force to which their manufacturing processes must conform in the next six months.
As part of the implementation process, the Enterprise Architecture (EA) department has begun to implement an architecture process based on TOGAF 9. The CIO is the sponsor of the activity. The Chief Architect has directed that the program should include formal modeling using the Architecture Content Framework and the
TOGAF Content Metamodel. This will enable support for the architecture tooling that the firm uses for its EA program.
The Chief Architect has stated that in order to model the complex manufacturing process it will be necessary to model processes that are event-driven. Also, in order to consolidate applications across several data centers it will be necessary to model the location of IT assets. In particular, the end goal is to have the single
ERP application running in a single data center.
Currently the project is in the Preliminary Phase, and the architects are tailoring the Architecture Development Method (ADM) and Architecture Content
Framework to fit into the corporate environment.
You have been asked to recommend a response to the Chief Architect's request to tailor the TOGAF Content Metamodel.
Based on TOGAF 9, which of the following is the best answer?

A. You recommend that the architecture team incorporate the Process Modeling and Infrastructure Consolidation extensions into their tailored Content Metamodel. As the environment is process-centric this will enable them to model the manufacturing processes and store information to support regulatory compliance. It also includes views useful for managing the consolidation of applications into a single data center.

B. You recommend that the architecture team incorporate the Process Modeling and Governance extensions into their tailored Content Metamodel. This is suitable as this is a significant IT change that will impact its operational models. This will ensure that they include specific entities and attributes that will allow them to model the event-driven nature of the manufacturing processes more precisely.

C. You recommend that the architecture team incorporates the Governance and Motivation Extensions into their tailored Content Metamodel. This would allow modeling of the target milestones they want to achieve with this consolidation of application to a single data center. These extensions will also enable demonstration of regulatory compliance for the manufacturing process.

D. You recommend that the architecture team incorporates the Data and Services Extensions into their tailored Content Metamodel. This would allow modeling of the location of IT assets and ensure regulatory compliance for the manufacturing process. It will also allow for identification of redundant duplication of capability which will be needed for a successful consolidation to a single data center.

Suggested Answer: *A*
Official Answer: A

Community vote distribution
A (100%)

Edgarrt Highly Voted 1 year, 11 months ago
The process modeling extension is intended to allow detailed modeling of process flows by adding events, products, and controls to the metamodel
The infrastructure consolidation extension is intended to be used in landscapes where the application and technology portfolios have become fragmented and the architecture seeks to consolidate the business as usual capability into a smaller number of locations, applications, or technology components
upvoted 5 times

rkustagi Most Recent 1 year, 9 months ago

Event- driven --> process extension; single data center --> IS extension

upvoted 2 times

sanjepau 2 years, 6 months ago

Anser is A because Process extensions support events, and Infrastructure extension supports consolidation of applications

upvoted 4 times

mrg998 2 years, 7 months ago

Answer A, infra shows where IT assets are.

upvoted 3 times

Question #24 *Topic 1*

Scenario:
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.
During the initial meeting of the Common ERP Deployment architecture project team, a number of alternative recommendations for how to proceed are put forward by members of the team.
You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture.
Based on TOGAF 9, which of the following is the best answer?

A. The team should develop Baseline and Target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholders. A consolidated gap analysis between the architectures will then be used to validate the approach, and determine the capability increments needed to achieve the target state.

B. The team should exercise due diligence and carefully research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list. Based on the findings from the research, the team should define a preliminary Architecture Vision. The team should then use that model to build consensus among the key stakeholders.

C. The team should use stakeholder analysis to understand who has concerns about the initiative. The team should then hold a series of interviews at each of the manufacturing plants using the business scenario technique. This will then enable them to identify and document the key high-level stakeholder requirements for the architecture.

D. The team should conduct a pilot project that will enable vendors on the short list to demonstrate potential solutions that will address the concerns of the stakeholders. Based on the findings of that pilot project, a complete set of retirements will be developed that will drive the evolution of the architecture.

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (100%)

Beavis_123 Highly Voted 4 years ago
Q. clarifies the requirements for the architecture. ' A .Business scenario C is correct
upvoted 5 times

PratsMic Most Recent 2 years, 1 month ago
C is the correct answer - Got a 100% in part 2 exam https://medium.com/p/de0c9eede0c6
upvoted 3 times

rkustagi 3 years, 3 months ago

business scenario technique provides detailed stakeholder concerns choice C is correct

upvoted 4 times

scuzzy2010 3 years, 10 months ago

Answer is A. The question states " The Chief Engineer wants to know how these concerns can be addressed". A is the only answer that mentions addressing the concerns.

upvoted 2 times

scuzzy2010 3 years, 10 months ago

Answer is A. The question states " The Chief Engineer wants to know how these concerns can be addressed". A is the only answer that mentions addressing the concerns.After consideration, I agree with C. Stakeholder Analysis and Business Scenario techniques are used in the Architecture Vision stage.

upvoted 2 times

scuzzy2010 3 years, 9 months ago

After consideration, I agree with C. Stakeholder Analysis and Business Scenario techniques are used in the Architecture Vision stage.

upvoted 1 times

sanjepau 4 years ago

The answer is A, as it talks about the techniques (Business Scenarios) used in the Vision phase to gather the requirement and understand stakeholders' concerns.

upvoted 2 times

mrg998 4 years, 1 month ago

Phase A talks about business scenario technique (this is a business case), which helps you identified requirements

upvoted 2 times

Question #25 *Topic 1*

Scenario: Glacier Ridge LLC -
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 en each property is that they use a standard financial reporting system to report their financials ID 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.
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.

Suggested Answer: *D*
Official Answer: D

Community vote distribution
B (75%) A (25%)

Divya07 Highly Voted 4 years, 9 months ago
D is the distractor. it should be B as its more comprehensive. In any case When defining target Architecture u have to follow BDAT
upvoted 14 times

heysubhu Highly Voted 4 years, 9 months ago
B is the right answer
upvoted 10 times

Beilen Most Recent 1 year, 2 months ago
Can the moderators re-mark the answer to B? Obviously, D is not the best choice here.
upvoted 1 times

sanket_mhatre 1 year, 8 months ago
B is the answer

upvoted 1 times

hou0220 2 years, 3 months ago

Answer is B. The given scenario is about "Architectural Definition of Bounded Change Initiatives" engagement type. Hence, Architecture Development (Target First) then Transition Planning.

upvoted 1 times

Watad 2 years, 5 months ago

Selected Answer: A

Duplicate with Question 19, which had the same answer but different ordering

upvoted 1 times

Watad 2 years, 5 months ago

Duplicate with Question 19, which had the same answer but different orderingSorry, I meant B not A. since its repeated with Question #19

upvoted 1 times

Watad 2 years, 5 months ago

Sorry, I meant B not A. since its repeated with Question #19

upvoted 1 times

93madox 2 years, 5 months ago

I'll go with B - as Mature EA practice in TOGAF - means Baseline is already developed. Gap analysis is not named straightforward, but it mentions about inefficiencies from baseline

upvoted 1 times

Qman2022 2 years, 7 months ago

in section 4.3 adapting ADM when the needs is for the "he business principles may dictate that the enterprise be prepared to adjust its business processes to meet the needs of a packaged solution, so that it can be implemented quickly to enable fast response to market changes. In such a case, the Business Architecture (or at least the completion of it) may well follow completion of the Information Systems Architecture or the Technology Architecture." in this case it would be more precise to use option A as an answer

upvoted 1 times

mericov 3 years ago

Classes of Architecture Engagement: Architecture: Development (Target First) Transition Planning -> Focus on elaborating the target to meet a previously defined and agreed vision, scope, or set of constraints. Use the target as a basis for analysis to avoid perpetuation of baseline, suboptimal architectures.

upvoted 1 times

tushmish 3 years, 5 months ago

Duplicate of Q#19and the answers of 19 and 25 are different :)

upvoted 1 times

tushmish 3 years, 5 months ago

Duplicate of Q#19

upvoted 1 times

tushmish 3 years, 4 months ago

and the answers of 19 and 25 are different :)

upvoted 1 times

sweetsugarrr 3 years, 9 months ago

+1 for D Cannot be B as it states "target architecture is defined first, followed by transition planning" without Baseline, without Gap Analysis...

upvoted 1 times

sanjepau 4 years ago

The answer is B, as the strategic change initiative is already approved. So the next step would be to define the target architecture by getting into the Business, Data, Info, and Tech architecture phases.

upvoted 1 times

sameersoftyhcl 4 years, 1 month ago

I think D is the correct answer. Reason 1 : The question says "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 " -> That means team first need to understand the strategic change parameters of business strategy. (6.3.2: Creating Architecture Vision) . Reason 2: 6.3.2 Identify Stakeholders, Concerns, and Business Requirements Reason 3: 6.3.3: Confirm and Elaborate Business Goals, Business Drivers, and Constraints

upvoted 1 times

mrg998 4 years, 1 month ago

D is wrong. Answer is B, target first which leaves A and B. A would duplicate work already done by someone else (business architecture) so answer has to be B.