

The Open Group

Exam Questions OG0-093

OG0-093 TOGAF 9 Combined Part 1 and Part 2



NEW QUESTION 1

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question.

The ABC company 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 AirLight, a competitor, because of superior customer service. The company actually has better coverage in nearly all markets than AirLight, 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. The company 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 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.

Refer to the Scenario

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 the 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 the best answer?

- A. In the remaining architecture definition phases, the project team should map out the capability in the Technology domain
- B. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architecture
- C. 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
- D. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.
- E. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domain
- F. In 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 solution
- G. The completed Architecture Definition Document and the implementation end Migration Plan will be submitted for approval
- H. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.
- I. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domain
- J. In Phases E and F, the capability should be broken down into a set of increments that define the Target Architecture
- K. The resulting Solution Building Blocks will provide the basis for the capability increment solution
- L. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval
- M. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.
- N. The remaining architecture definition work should be focused on mapping out the technology and infrastructure capability in the Technology domain
- O. 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
- P. Upon approval, the implementation team will conduct Compliance Assessments to ensure that the self-service capability is compliant with the overall Enterprise Architecture.

Answer: D

NEW QUESTION 2

- (Exam Topic 2)

The TOGAF Architecture Capability Framework recommends use of an ADM cycle for establishing an architecture practice. In this scenario, which of the following would describe the organizational structure for the architecture practice?

- A. Technology Architecture
- B. Business Architecture
- C. Transition Architecture
- D. Application Architecture
- E. Data Architecture

Answer: B

NEW QUESTION 3

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You have been assigned the role of Chief Enterprise Architect within a leading outsourcing services company. The company has over 20,000 outsourcing professionals and works on some of the world's largest outsourcing projects. Outsourcing services include business processes, infrastructure, and service management. The company also provides business consulting services.

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

The company has established an Enterprise Architecture program based on TOGAF 9, sponsored jointly by the Chief Executive Officer and Chief Information

Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice. The Enterprise Architecture (EA) team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The EA team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period. This 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 vice presidents across the company that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

Refer to the Scenario

You have been asked to recommend an approach to satisfy these concerns. Based on TOGAF, which of the following is the best answer?

- A. The EA team should gather information about potential solutions from the appropriate source
- B. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architecture
- C. A value realization process should then be established to ensure that the concerns raised are addressed.
- D. Before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D to understand the transformations that are required to achieve the proposed Target Architecture
- E. The EA team should then assess the readiness of the organization to undergo change
- F. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.
- G. The EA team should apply an interoperability analysis to evaluate any potential issues across the Solution Architecture
- H. This should include the development of a matrix showing the interoperability requirements
- I. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.
- J. The EA team should apply the Business Transformation Readiness Assessment technique
- K. This will allow the risks associated with the transformations to be identified and mitigated for
- L. It will also identify improvement actions to be worked into the Implementation and Migration Plan
- M. The Business Value Assessment technique should then be used to determine the business value and associated risks for the transformation.

Answer: D

NEW QUESTION 4

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

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

The operations of the corporation are subject to legal and regulatory requirements for each country where they operate. The production of prescription pharmaceutical products has governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was conducting a clinical trial for a new regulated drug.

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

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

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

Refer to the Scenario

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

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

- A. You recommend that a stakeholder map be developed
- B. This will allow the architects to define groups of stakeholders that share common concerns
- C. A set of views should be defined to address the concerns for each group of stakeholder
- D. Architecture models should then be created for each view to address the stakeholders' concerns.
- E. You recommend that each project architecture activity is developed using a consistent modeling approach that is uniform across all architecture projects
- F. 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.
- G. You recommend that a special report be created for those groups that have sufficient power and level of interest
- H. This report should summarize the key features of the architecture with respect to the particular location
- I. Each of these reports should reflect the stakeholders' requirements.
- J. 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 regulation
- K. Stakeholders should then view the models to verify that their concerns have been properly addressed.

Answer: A

NEW QUESTION 5

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

Your role is that of Lead Enterprise Architect working at the headquarters of a fast food chain. The chain manages over 7500 restaurants across 33 countries. Each restaurant in the chain is an independently owned and operated franchise.

Many of the restaurants still use the first generation IT systems deployed over 10 years ago. The Chief Operating Officer (COO) of the chain has stated his concerns about the inefficiencies of the current systems and identified the need to change. He has defined a new strategic vision that will enhance the business including providing its franchisees new support services to help them address the increasing competition from coffee shops. This is part of the long-term commitment to enhance the brand image and increase revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

The changes will help provide the chain with improved products, including healthier alternatives in the menu, and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising and new products to specific

regions.
The chain has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The CIO is the sponsor of the activity.
In planning 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 COO's vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations.
Based on the recommendation from the initial study, the decision has been taken for the chain to adopt a packaged suite of integrated application that is tailored to the needs of the franchise.
Refer to the scenario.
You have been asked by the Chief Architect to propose the best approach for architecture development to realize the COO's vision.
Based on the TOGAF standard, which of the following is the best answer?

- A. You propose that the target architecture is defined first by going through the architecture definition phases (B-D). This is because the initial study identified the need to change
- B. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.
- C. You propose that the baseline Technology Architecture is defined first in order to assess current infrastructure capacity and capability
- D. Then the focus should be on transition planning and architecture deployment
- E. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- F. You propose that the target architecture is defined first followed by transition planning
- G. This is because the vision is well understood and the strategic architecture agrees
- H. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.
- I. You propose that the focus be placed on architecture definition, with emphasis on understanding the strategic change parameter
- J. The requirements, drivers, issues and constraints for this engagement can then be identified
- K. You would ensure that the target architecture addresses not functional requirements so as to ensure the target architecture is robust and secure.

Answer: A

NEW QUESTION 6

- (Exam Topic 2)

Which of the following is a true statement about the TOGAF Technical Reference Model?

- A. The TOGAF Architecture Development Method mandates the use of the Technical Reference Model for large complex architecture projects
- B. The Technical Reference Model is an integral part of the TOGAF Architecture Development Method
- C. The Technical Reference Model should not be modified
- D. The Technical Reference Model includes a set of graphical models and a corresponding taxonomy
- E. The Technical Reference Model provides a direct mapping to the Zachman Framework

Answer: D

NEW QUESTION 7

- (Exam Topic 2)

The statement, "Getting information to the right people at the right time in a secure, reliable manner in order to support the operations that are core to the extended enterprise" describes the concept of

- A. Boundaryless Information Flow
- B. Interoperability
- C. Portability
- D. Service Oriented Architecture
- E. Semantic Web

Answer: A

NEW QUESTION 8

- (Exam Topic 1)

Which ADM phase starts with the receipt of a Request for Architecture Work from the sponsoring organization?

- A. Phase A
- B. Phase B
- C. Phase H
- D. Preliminary Phase
- E. Requirements Management

Answer: A

NEW QUESTION 9

- (Exam Topic 1)

Which one of the following is responsible for the acceptance and sign-off of an Architecture Compliance review?

- A. Architecture Board
- B. Architecture Review Coordinator
- C. CIO
- D. Lead Enterprise Architect
- E. Project Leader

Answer: A

NEW QUESTION 10

- (Exam Topic 1)

Which ADM Phase includes obtaining approval for the Statement of Architecture Work?

- A. Preliminary Phase
- B. Phase A: Architecture Vision
- C. Phase D: Technology Architecture
- D. Phase F: Migration Planning
- E. Phase G: Implementation Governance

Answer: B

NEW QUESTION 11

- (Exam Topic 1)

Complete the sentence. The Solutions Continuum represents implementations of the architectures at corresponding levels of the _____ .

- A. Architecture Capability
- B. Architecture Continuum
- C. Architecture Landscape
- D. Architecture Metamodel
- E. Architecture Repository

Answer: B

NEW QUESTION 12

- (Exam Topic 1)

Which of the following does the TOGAF standard describe as a package of functionality defined to meet business needs across an organization?

- A. An application
- B. An architecture viewpoint
- C. A building block
- D. A deliverable
- E. A solution architecture

Answer: C

NEW QUESTION 13

- (Exam Topic 1)

Complete the sentence. According to TOGAF, a _____ is a representation of a system from the perspective of a related set of _____.

- A. view, concerns
- B. viewpoint, views
- C. view, requirements
- D. view, stakeholders

Answer: A

NEW QUESTION 14

- (Exam Topic 1)

Which of the following statements best describes the Requirements Management process?

- A. It is used to develop requirements for Transition Architectures that deliver business value
- B. It is used to dispose of, address and prioritize architecture requirements
- C. It is used to establish requirements for Phase A
- D. It is used to manage architecture requirements throughout the ADM cycle
- E. It is used to review business requirements

Answer: D

NEW QUESTION 15

- (Exam Topic 1)

Which of the following best describes the purpose of the Architecture Vision?

- A. It contains an assessment of the current architecture requirements
- B. It defines the scope and approach to complete an architecture project
- C. It is sent from the sponsor and triggers the start of an architecture development cycle
- D. It provides a high-level aspirational view of the end architecture project
- E. It provides a schedule for implementation of the target architecture

Answer: D

NEW QUESTION 16

- (Exam Topic 1)

Which of the following TOGAF components was created to enable architects to design architectures addressing Boundaryless Information Flow?

- A. The Architecture Repository
- B. The Enterprise Continuum

- C. The Integrated Information Infrastructure Model
- D. The TOGAF Technical Reference Model

Answer: C

NEW QUESTION 17

- (Exam Topic 1)

When using a cycle of the ADM to establish an Architecture Capability as described in TOGAF Part VII, which architecture would describe the infrastructure requirements?

- A. Application Architecture
- B. Business Architecture
- C. Data Architecture
- D. Technology Architecture
- E. Transition Architecture

Answer: D

NEW QUESTION 18

- (Exam Topic 1)

According to TOGAF, which of the following best describes the purpose of the Architecture Roadmap?

- A. To ensure that architecture information is communicated to the right stakeholders at the right time
- B. To evangelize the architecture to the end user community
- C. To govern the architecture through to implementation
- D. To keep the Architecture Review Board informed of changes to the architecture
- E. To show progression of change from the Baseline Architecture to the Target Architecture

Answer: E

NEW QUESTION 19

- (Exam Topic 1)

According to TOGAF, which of the following types of architecture has major characteristics that include open system standards and general building blocks?

- A. Common Systems Architecture
- B. Foundation Architecture
- C. Industry Architecture
- D. Organization-Specific Architecture

Answer: B

NEW QUESTION 20

- (Exam Topic 1)

Complete the sentence. A set of architecture principles that cover every situation perceived throughout the enterprise meet the recommended criteria of _____.

- A. completeness
- B. robustness
- C. stability
- D. consistency
- E. understandability

Answer: A

NEW QUESTION 21

- (Exam Topic 1)

Which of the following is defined by TOGAF as a representation of a system from the perspective of a related set of concerns?

- A. Architecture Building Block
- B. Capability Architecture
- C. Statement of Work
- D. View
- E. Viewpoint

Answer: D

NEW QUESTION 22

- (Exam Topic 1)

Complete the sentence. The practice by which the enterprise architecture is managed and controlled at an enterprise level is known as _____.

- A. Architecture governance
- B. Corporate governance
- C. IT governance
- D. Portfolio management
- E. Technology governance

Answer: A

NEW QUESTION 23

- (Exam Topic 1)

The TOGAF ADM uses version numbering to illustrate the evolution of Baseline and Target Architecture Definitions. Which version number is used to indicate a high-level outline of the architecture?

- A. Version 0.1
- B. Version 0.7
- C. Version 1.0
- D. Version 0.9
- E. Version 0.5

Answer: A

Explanation:

Reference <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap04.html>

NEW QUESTION 24

- (Exam Topic 1)

According to TOGAF, which of the following best describes the purpose of an Architecture Roadmap?

- A. To act as a deliverable container for artifacts created during a project
- B. To ensure that architecture information is communicated to the right stakeholders at the right time
- C. To govern the architecture throughout its implementation process
- D. To provide a high-level view of the end architecture product
- E. To show progression of change from the Baseline Architecture to the Target Architecture

Answer: E

NEW QUESTION 25

- (Exam Topic 1)

Which of the following is an interest important to a stakeholder in a system?

- A. A concern
- B. A principle
- C. An architecture viewpoint
- D. A requirement
- E. An architecture view

Answer: A

Explanation:

Concerns are the key interests that are crucially important to the stakeholders in the system, and determine the acceptability of the system. Concerns may pertain to any aspect of the system's functioning, development, or operation, including considerations such as performance, reliability, security, distribution, and evolvability.

Reference

<http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap31.html>

NEW QUESTION 26

- (Exam Topic 1)

Which of the following describes how the Enterprise Continuum is used when developing an Enterprise Architecture?

- A. To describe how an architecture addresses stakeholder concerns
- B. To identify and understand business requirements
- C. To classify architecture and solution assets
- D. To coordinate with the other management frameworks in use

Answer: C

NEW QUESTION 27

- (Exam Topic 1)

Complete the sentence. The Architecture Landscape is divided into three levels, Capability, Segment, and _____.

- A. Baseline
- B. Solution
- C. Strategic
- D. Target
- E. Transition

Answer: C

NEW QUESTION 28

- (Exam Topic 1)

Which one of the following statements best describes why the ADM should be adapted?

- A. To align it closer to the business
- B. To make the use more realistic
- C. To move through the cycle faster

D. To suit the specific needs of the enterprise

Answer: D

NEW QUESTION 29

- (Exam Topic 1)

Which of the following statements best describes the purpose of enterprise architecture?

- A. To allow an enterprise to exploit the latest trends in technology
- B. To enable the CIO to take effective control of the business units across an enterprise
- C. To ensure compliance in an enterprise to corporate auditing standards
- D. To optimize an enterprise into an environment that is responsive to business needs
- E. To provide a set of standards that all actors must adhere to within an enterprise

Answer: D

NEW QUESTION 30

- (Exam Topic 1)

Which of the following types of architecture defines technology standards for building blocks and provides direction for products and services?

- A. Common Systems Architecture
- B. Foundation Architecture
- C. Industry Architecture
- D. Organization-Specific Architecture
- E. Transition Architecture

Answer: B

NEW QUESTION 31

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